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COLLEGE FILES
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Ginty
Administrative
Board of Control
Minutes 1923-1927

MINUTES
OF THE
BOARD OF CONTROL
OF
GINLING COLLEGE

November 1

1923

GINLING COLLEGE
NANKING, CHINA

GINLING COLLEGE BOARD OF CONTROL

Docket for 1923 Meeting

I. Faculty Program

Furloughs, return and language study

Butler, McCoy, Vautrin, Thurston, Griest, Gundlach, Reeves.

Department of Religion

Number needed in the department

Department of Education

Report of Practice School

Staff-Chinese member

General Administration

Business Manager

Treasurer

Secretary to the President

Director of Residences

Department of Hygiene—Nurse

II. Organization

Cooperation with China Colleges or Joint Committee Plan

President—Relation to the Board of Control

Board of Control—when should members take office, after election by missions

Faculty organization—powers and duties of President, Dean, Registrar and College Physician

Revision of Constitution

III. Treasurer's Report

Current Expense Statement 1922-1923

Permanent Equipment Statement 1922-1923

Budget 1924-1925

Building Report to November 1, 1923

IV. Land and Buildings

Building program—order of importance

Chapel, Dormitory E, Faculty house, Gatehouse, Infirmary, Kitchen, Library

Land

Additions—N. W., S. W., S. E.

V. Election of Executive Committee and Officers

Meeting of the Board of Control of Ginling College November 1st, 1923

The annual meeting of the Ginling College Board of Control was held at the College on Thursday, November 1st, 1923.

The members present were: Miss Zimmerman, Miss Peterson, Mr. Hanson, Mrs. Sarvis, Mr. Marx, Dr. Bowen, Miss Nagler, Miss Hunt, Miss Atkinson, Miss Blackford, Miss Lester, Miss Cogdal, Miss Dresser, Mrs. Espey, Mrs. Peng, Miss Hwang. Miss Robertson was present representing the London Mission and Mr. Roberts the American Church Mission.

Miss Vautrin was present for practically the whole meeting and other members of the faculty were present for some of the discussions; Mrs. Chapman, a former member of the faculty was also present throughout.

The Board was in session from 9-11.30; from 1.45 to 4 and from 4.30 to 7 p.m.

MINUTES

The meeting was called to order by Mrs. Thurston, the President of the College. Because of the special Founder's Day chapel service to be held at 11.30 it was agreed to omit the usual devotional exercises and adjourn at 11.30 to attend this service. The meeting therefore was opened with a few moments of prayer.

The minutes of the Board of Control meeting of November, 1922, were presented.

Voted: That the privileges of the floor be granted to the alumnae representatives, Mrs. Peng and Miss Hwang, and to Miss Robertson of the London Missionary Society, Mr. Roberts of the American Church Mission and Mrs. Chapman.

Voted: That a special invitation be sent to Miss Cook, Miss Corbett and Miss Wild, who are visiting professors from colleges in America, to attend this meeting of the Board of Control.

The President reported briefly on the new members of the faculty, giving the important facts regarding their preparation and previous experience.

The minutes of the Executive Committee meeting of October 30th and 31st were presented.

Voted: That the minutes be received and the recommendations of the Committee be taken up for action, under the suitable heads in the docket.

I. Faculty Program

On the basis of recommendations from the Executive Committee the following actions were taken:

1. Voted: That Misses Butler and McCoy take their furloughs beginning in July 1924 and that they be invited to return as members of the faculty after their furloughs.

2. Voted: That Misses Butler and McCoy each be granted furlough salary of \$750 gold, according to the contract agreement of the Board of Control.

3. Voted: (a) That Miss Vautrin take her furlough beginning July, 1924, at full furlough salary.

(b) That six months of absence be approved for Mrs. Thurston to visit America, beginning in February or March 1924, with the recommendation that the college pay three-fifths of the travel expense and that she receive regular furlough salary for the period.

(c) That the dates of these furloughs are subject to revision by mutual agreement between Mrs. Thurston and Miss Vautrin, with the approval of the Executive Committee.

4. Voted: That one year of language study, free from all responsibility in the college, preferably away from Nanking, be granted to Miss Griest on her return.

5. Voted: That in view of the urgent need for Miss Gundlach in the college next year and in view of her two years' absence from the college, the time to be granted her for language study as provided in the minutes of 1921 be deferred.

6. Voted: That for the present the need for teaching in the Department of Religion is fully provided for by Miss Spicer, and that the president accordingly be authorized to cable the Ginling College Committee in America that there is no vacancy for Miss Egbert.

Dr. Reeves presented to the Board the home responsibilities which have made her feel that it is necessary for her to return to America for the present. She accordingly presented her resignation, since she was unable to know how long it might be necessary for her to remain in America.

The Board was unwilling to accept Dr. Reeves' resignation at present, and still recognized the necessity for her return to America and accordingly took the following action:

7. Voted: That Dr. Reeves be granted a leave of absence to take effect at the end of the present semester and earlier if necessary, her travel and six months' furlough salary to be paid by the College.

Miss Hanawalt presented a brief report of the beginnings of the Practice School, which now consists of a class of 19 girls in the first year of the senior middle school, who come over each day from the Ming Deh School. The course of study planned by the East China Christian Educational Association is being followed with very slight changes. She also presented the need for a Chinese assistant in the Practice School next year.

8. Voted: That \$1,000 Mex. be placed on the budget for a Chinese teacher in the Practice School.

II. General Administration

Mr. Hanson presented the outline of the duties of the business manager and the treasurer, as formulated by a committee appointed by the Executive Committee. The statements of the duties of these officers are given below, together with the actions taken by the Board:

1. Business Manager.

It shall be the duty of the business manager :—

1. To act as purchasing agent for the college.
2. To manage the book room, post office, telephone, errands, and store of supplies for the college.
3. To place orders for supplies, furniture, etc., with artisans, and supervise the execution of such orders.
4. Hire and control college servants, except those in dormitories and in faculty residences.
5. Supervise the electric light and water plants.
6. Make and keep correct inventories of college property.
7. Be responsible for the care of college property, for general repairs, and for minor building operations.
8. Take charge of construction and upkeep of grounds, roads, fences, walls, drains, etc.
9. To secure the authorization of the treasurer before incurring any financial obligation for the college, in so far as may be necessary in order that the treasurer may properly discharge this responsibility to the Board of Control as regards the annual budget.

a. Voted : That we approve the outline of the duties of the business manager, with the understanding that for the present they may have to be distributed among various members of the staff.

2. Treasurer.

It shall be the duty of the treasurer :—

1. To keep the accounts of the college.
2. Be responsible to the Board of Control for controlling expenditures so as not to exceed budget appropriations.
3. To receive all moneys paid to the college and make all authorized payments for the college.
4. To assist the president in the preparation and presentation of the annual budget for the approval of the Board of Control.
5. To prepare and present comparative financial statements in support of proposed budgets covering actual expenditures of the preceding year, appropriations for the current year, proposed increases or decreases and reasons for such changes.
6. To prepare monthly or quarterly financial statements for the guidance of the president, the business manager, and members of the faculty, with a view to the most efficient execution of the provisions of the annual budget.

(a) Voted : That we approve the outline of the duties of the treasurer.

(b) Voted : That Miss Alice Fitch be invited to become treasurer and secretary to the president.

3. Director of Residences. Voted : That we approve of inviting Mrs. Tsen to become director of students' residences.

4. Faculty Hostess. Voted : That we approve of securing some one to act as faculty hostess and that a salary for this purpose be included in the budget.

5. School Nurse.

Dr. Merrow presented a request that a salary be budgeted for a foreign-trained nurse, either a Chinese or foreigner, who would work in the other schools as well as in the college, doing public health work, a part of her salary to come back to the College from these schools. From the discussion it appeared that the feeling of the Board was that the amount of cooperation to be expected from the other schools was too uncertain to warrant this addition to our budget until the whole matter has been more thoroughly investigated. It was also felt wise, in view of the probable appointment of Mrs. Tsen as director of residences, since she has had training as a nurse, to wait and see whether she can fill the need for a resident nurse, along with her other duties.

(a) Voted : That if Mrs. Tsen does not come \$600 be budgeted for the salary of a nurse.

III. Organization

The following actions were taken on recommendation from the Executive Committee :

1. Voted : That we approve the general idea of cooperating with the Christian colleges of China in joint promotional plans in America.

2. Voted : That an amendment be added to the constitution under powers and duties of the Board of Control, providing that the arrangement of faculty into departments

and appointing the heads of departments be within the province of the Board of Control, acting on recommendations from the faculty.

3. Voted: That we re-affirm the action of the Board of Control of 1919 (Minutes p. 4) regarding the relation of the President of the College to the Board of Control and to the Executive Committee.

4. Voted: That new members on the Board of Control begin to serve on July 1st following their election by their respective missions.

IV. Powers and Duties of Administrative Officers

The outline of the powers and duties of the president, dean and registrar as adopted by the faculty in their scheme of organization was presented.

A. President

1. It shall be the duty of the President:

- a. To keep in touch with all the affairs and interests of the College.
- b. To exercise due oversight of all its departments.
- c. To appoint (or remove) those agents needed for internal administration, who are not regular members of the faculty.
- d. To have charge of general correspondence, statements and records.

2. The President shall be ex-officio Chairman of the Faculty, and the medium of communication between the Trustees and the Board of Control and the Faculty, and official representative of the College.

3. The President shall have the right to ask for reconsideration of any question at another meeting, and the original action then requires a two-thirds vote to sustain it.

4. The President shall be ex-officio Chairman of the Advisory Committee, and a member ex-officio of all other standing committees.

5. The President shall be responsible for the academic Calendar, for Commencement and Founder's Day programs, for College lecture courses and for daily chapel.

6. The President shall, with the Publicity Committee, have charge of all college publications.

7. For the present, the President's office shall be the Bureau of Appointments.

There was considerable discussion in regard to sections 3 and 7 of the above outline, taken from the scheme of organization adopted by the faculty, owing to the request from one of the faculty that they be especially considered. An alternative for section 3 was presented by Mr. Hanson and approved by the Board:

Voted: That section 3 be changed to read: The President shall have the right to hold in abeyance any action of the faculty, which shall then be referred to the next meeting of the Executive Committee of the Board of Control, and may if sufficiently urgent be the occasion for calling a special meeting of the Executive Committee.

Since discussion showed that the meaning of section 7 was not plain it was reworded to express more clearly the original idea.

Voted: That section 7 be changed to read: The president's office shall have charge of recommending graduates for positions.

Voted: That with these amendments the statement of the powers and duties of the president be approved.

B. Duties of the Dean of the College.

The Dean of the College shall be appointed by the Board of Control upon nomination of the President, seconded by the Faculty.

The Dean shall be the second officer of administration, and in the absence of the President shall assume all the responsibilities of that office.

It shall be the duty of the Dean:—

1. To carry out all college rules and regulations.
2. To act as adviser for Student Government.
3. To confer with advisers regarding the progress of students; to deal with special cases of advanced credits.
4. To have charge of the social schedule of the campus.
5. To act as chairman of the schedule committee and assign class rooms.
6. To supervise dormitories through matrons and proctors. The Dean shall be ex-officio a member of the Entrance Committee, of the Curriculum Committee, and of the Advisory Committee,

A question was raised in regard to section 6, but after some discussion which made it clear that the dean has the right to delegate the details of this work to others who will be responsible to her, it was approved.

Voted: That we approve the statement of the powers and duties of the dean.

C. Duties of the Registrar.

1. To carry on all correspondence with applicants for admission.
 2. To keep on file the middle school records of such applicants.
 3. To keep in permanent form the College records of all students.
- The registrar shall be a member ex-officio of the Curriculum Committee and chairman of the Entrance Committee.

Voted: That the following be added to the statement of the duties of the registrar: 4. To prepare records for transfer to other schools and to ask for records from other schools when necessary.

Voted: That with this addition the statement of the duties of the registrar be approved.

The outline of the powers and duties of the College Physician was presented, as modified by the Executive Committee from the original outline worked out by Dr. Merrow:

The powers and duties of the College Physician shall be as follows, it being understood that in all cases where the regular routine of the College or other faculty members is affected, or where special expenditure is involved, there shall be full consultation and cooperation:

1. To make medical examinations of all students each year.
2. To prescribe health regulations for students.
3. To advise in regard to the ability of a student to carry her college work.
4. To provide for all necessary vaccination and inoculation.
5. To provide for the isolation of communicable diseases.
6. To provide for the care of all cases of illness in the College.
7. To keep all necessary health records.
8. To supervise the infirmary.
9. To supervise all nursing.

10. In cases of infectious diseases and all contagion, the College Physician may require the examination of any person connected with the College.

11. To make necessary provision for consultation with and treatment by physicians outside the College.

12. To make sanitary inspection of buildings and grounds, and to make recommendations to the Health Committee.

THE HEALTH COMMITTEE.

This shall be a committee of the faculty, consisting of five members, including the Physical Director and the College Physician. The chairman and the two other members shall be chosen by the Advisory Committee. The duties of the committee shall include attention to cleanliness, screening, lighting, heating and ventilation of buildings; water supply, drainage and disposal of waste, and any other conditions which might affect the health of the college community.

After considerable discussion it was

Voted: That this statement of the powers and duties of the college physician be approved.

The question of the revision of the constitution was referred back to the Executive Committee, as there was no time for this to be discussed.

V. Current Expense .

The treasurer's statement for the year 1922-1923 was presented by Mrs. Thurston, with a brief explanation.

The budget for 1924-1925 was also presented and one or two questions were raised, notably that of insurance.

1. Voted: That we ask Mr. Flood of the Associated Mission Treasurers to look over our buildings and equipment and make recommendations about insurance, on the basis of which the Executive Committee shall decide the question.

2. Voted: That the approval of the Treasurer's report and the budget be referred to the Executive Committee, asking them to work over the budget carefully and make it balance if possible.

In connection with the budget Miss Hwang Meng-sze reported that at a meeting of the Alumnae Association the

previous day the Alumnae voted to present to the college annually the \$200.00 membership dues for the National Association for the Advancement of Education. This announcement was received with much enthusiasm and appreciation and a rising vote of thanks to the Alumnae Association was taken.

VI. Land and Buildings

The question of building program was taken up briefly and recommendations as to order of importance were made by the Executive Committee.

1. Voted: That the gatehouse and kitchen which belong in this present group of buildings should be the first to be finished and that the President be instructed to get a revised gatehouse plan from the architects, to be approved by the Executive Committee before construction is begun.

2. Voted: That the general requirements for faculty residence and infirmary be worked out and after approval by the Executive Committee be sent to the architects for detailed work, these two buildings to be built in the next group.

Dr. Merrow presented a request that Mrs. Peabody be asked immediately for the \$12,000 Gold she promised for the infirmary and that the building of the infirmary be started as soon as plans can be finished; in the meantime the bungalow be set aside for the purpose.

The Board felt that it was not justifiable to ask for a definite sum of money until final plans and estimates had been made, and that the need was not sufficiently urgent to warrant putting up this building independent of other construction work.

3. Voted: That the bungalow be fitted up for a temporary infirmary and that Dr. Merrow be asked to submit plans for the permanent infirmary.

4. Voted: That we approve of the purchase, when possible, of small pieces of land needed to straighten the boundaries, at the discretion of the Executive Committee.

The following elections were made: Executive Committee: Dr. Bowen, Miss Atkinson, Miss Cogdal, Mr. Hanson, Mr. Marx, Miss Hwang. Treasurer: Mrs. Thurston.

Secretary of Board of Control: Miss Chester.

Voted: That the minutes of this meeting and all other unfinished business be referred to the Executive Committee.

The meeting adjourned to attend the Founder's Day Banquet.

FINANCIAL STATEMENT 1922-1923

Balance Sheet June 30, 1923

CURRENT EXPENSES

To Ginling College Committee, sent to field	...	...	...	\$20,745.65
Payments made in U. S. A.	...	...	...	3,207.81
China Medical Board	...	...	...	2,293.20
Refund from Permanent Equipment Fund	...	...	...	1,502.37
Field Receipts:				
Medical Fees	...	...	...	\$ 444.60
Tuition	...	...	...	4,015.50
Biology	...	...	...	153.00
Chemistry and Physics	...	...	...	364.99
Music	...	...	...	373.98
Board and Room	...	...	...	4,802.16
Interest	...	...	...	82.03
Graduation Fees	...	...	...	70.00

Deficit June 30, 1923 10,306.26

5,592.33

\$43,647.62

Deficit July 1, 1922 \$ 1,923.04

Expenditures 1922-23

Administration	...	...	...	\$10,550.24
Instruction	...	...	...	23,818.81
Maintenance	...	...	...	2,869.64
Boarding Department	...	...	...	4,485.89

\$41,724.58

43,647.62

Deficit June 30, 1923 5,592.33

I. Administration

Salaries	...	...	...	\$4,594.06
Chinese Secretary	...	...	...	322.50
Assistants	...	...	...	654.14
College Physician	...	...	...	1,108.70

\$ 6 680.30

Expenses

Postage and Stationery	...	...	...	\$ 336.88
Telegrams	...	...	...	113.36
Office Expenses	...	...	...	263.51
Travel—President	...	...	...	100.70
Travel—Board of Control	...	...	...	249.57
Travel—Faculty	...	...	...	209.39
Educational Fees	...	...	...	516.97
Printing	...	...	...	872.05
Commencement Expenses	...	...	...	191.67
Hospitality	...	...	...	167.93
Medical Attendance	...	...	...	847.92

3,869.94

\$10,550.24

II. Instruction

Salaries

Biology Department	...	...	...	\$1,524.50
Chemistry	...	...	...	2,250.00
Chinese	...	...	...	1,698.50
Education	...	...	...	4,815.00
English	...	...	...	4,134.87
History	...	...	...	1,758.00
Music	...	...	...	1,250.00
Physics	...	...	...	1,500.00
Physical Education	...	...	...	1,750.00
Travel to U. S. A.	...	...	...	573.04
Language Study	...	...	...	569.70

\$21,823.61

Departmental Expenses

Biology	...	...	...	\$ 159.10
Physical Sciences	...	...	...	755.11
Chinese	...	...	...	27.30
Library	...	...	...	689.31
Music	...	...	...	289.98
Physical Education	...	...	...	32.48
Lectures	...	...	...	41.92

\$ 1,995.20

\$23,818.81

III. Maintenance

Rent	...	...	...	\$1,180.00
Insurance	...	...	...	42.75
Repairs	...	...	...	383.40
Care of Grounds	...	...	...	65.49
Miscellaneous	...	...	...	118.88
Wages	...	...	...	477.86
Light and Heat	...	...	...	600.26

2,869.64

IV. Boarding Department

Matron	...	...	...	\$ 170.00
Food	...	...	...	3,006.03
Light and Heat	...	...	...	784.19
Wages	...	...	...	319.72
House Supplies	...	...	...	190.57
Incidentals	...	...	...	15.38

4,485.89

7,355.53

Total Expenditures \$41,724.58

SPECIAL FUNDS

Bookroom Balance June 30, 1923	...	...	...	\$ 1,543.68
Suspense	...	...	...	\$ 272.84
Student Deposit	...	...	...	118.94
Student Loan	...	...	...	413.30
Scholarship	...	...	...	6.40
				811.48
Balance	...	...	...	732.20
				\$ 1,543.68
				\$ 1,543.68

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Balance Permanent Equipment Fund	...	...	\$ 9,582.62
Current Funds	...	...	\$ 5,592.33
Special Funds	...	...	732.20
Net Balance all accounts	...	...	3,258.09
			<u>\$ 9,582.62</u> <u>\$ 9,582.62</u>
Bank Balance June 30, 1923,	...	...	2,609.55
Cash	...	...	648.54
Net Balance	...	...	<u>\$ 3,258.09</u>

SCHOLARSHIP FUND

Receipts		Expenditures	
Balance, July 1, 1923	\$893.90	Alumnae Scholarship	\$500.00
Refund	25.00	Student Scholarships	550.00
Hartridge School	G.50 95.36	Returned to Students'	
Baker University	G.50 95.00	Loan Fund	154.37
Worthwhile Class	G.60 101.51	Balance	6.40
	<u>\$1,210.77</u>		<u>\$1,210.77</u>

STUDENT LOAN FUND

Receipts		Expenditures	
Balance, July 1	\$108.28	Loans to Students	\$180.00
Loan returned	100.00		
Scholarship Fund	154.37		
Balance on Liberty Bond	44.72		
Interest	7.93		
Methodist Loan Fund	178.00	Balance	413.30
	<u>\$593.30</u>		<u>\$593.30</u>

PERMANENT EQUIPMENT FUND

Balance July 1, 1922	...	...	\$ 3,749.55
Building Fund—Gold	...	...	16,825.04
Building Fund—Tails Account	...	...	8,051.65
			<u>\$28,626.24</u>
Land	...	...	7,687.19
Campus Improvement	...	...	314.08
Building	...	...	4,308.60
Office Equipment	...	...	12.00
Biology	...	...	522.63
Physical Sciences	...	...	1,147.81
Library	...	...	1,536.83
Music	...	...	518.41
Medical Equipment	...	...	23.90
Furniture, school	...	...	1,437.00
Furniture, faculty	...	...	1,535.17
Total Expenditure	...	...	<u>19,043.62</u>
Balance on hand	...	...	<u>9,582.62</u>
			<u>\$28,626.24</u>

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Building Fund Statement to November 1, 1923

Gold Account

Receipts to November 1, 1923	...	...	Gold
			\$403,904.64

Expenditures

Building, Tails account...	...	...	\$327,607.74
Asia Engineering Co.	...	...	13,680.00
Permanent Equipment, Mexican account	...	...	21,116.90

	362,404.64	
Balance	41,500.00	403,904.64

Tails Account

Statement of the Building Account to November 1, 1923

Receipts to Nov. 1, 1923, G. \$ 327,607.74	...	467,537.36	Tails
Interest	...	5,353.73	
Mexican account	...	4,318.12	
		<u>477,199.21</u>	

Expenditures

Buildings:		
Ah Hong	...	344,120.67
Asia Engineering	...	13,695.00
General Electric	...	12,071.95
American Trading Co.	...	13,500.00
Hardware	...	1,164.57
Power House	...	4,710.00
Dormitory D	...	20,817.40
Insurance	...	1,831.25
Architects	...	26,315.97

Grounds and Roads:		
Water System	...	6,855.28
Fence	...	195.75
Grading	...	8,257.41
Drainage	...	4,757.23
Public Road	...	3,861.31
Campus Road	...	1,813.00
Graves	...	50.93
Fees	...	468.00
		<u>26,258.91</u>

Permanent Equipment	...	6,309.74
Miscellaneous	...	2,400.13

	473,495.59	
Bank Balance	3,703.62	477,199.21

BUDGET 1924-1925

I. Administration

Salaries:

President	...	...	...	...	1,700	
Dean	...	...	...	...	700	
Secretary & Treasurer	...	...	...	...	1,500	
Business Manager and Registrar	...	...	...	...	1,500	
Chinese Secretary	...	...	...	...	360	
Chinese Assistants:	...	...	...	...		
Dean's Office	...	...	...	...	180	
Registrar's Office	...	...	...	...	350	
Treasurer's Office	...	...	...	...	180	
					710	\$ 6,470

Expenses:

Postage and Stationery	...	...	...	...	350	
Telegrams	...	...	...	...	100	
Office Expenses	...	...	...	...	250	
Travel—President	...	...	...	...	100	
Dean	...	...	...	...	50	
Board of Control	...	...	...	...	300	
Faculty	...	...	...	...	100	
Printing and Publication	...	...	...	...	800	
Commencement Expenses	...	...	...	...	150	
Hospitality	...	...	...	...	200	
Medical Supplies & Hospital Expenses	...	...	...	...	600	
Educational Fees	...	...	...	...	500	3,500

II. Instruction

Salaries:

Biology	...	...	...	...	2,500	
Chemistry	...	...	...	...	1,500	
Chinese	...	...	...	...	3,040	
Education	...	...	...	...	3,300	
English	...	...	...	...	3,000	
History	...	...	...	...	1,500	
Physical Ed. and Hygiene	...	...	...	...		
Physician	...	...	...	...	1,500	
Physical Director	...	...	...	...	1,500	3,000
Music	...	...	...	...	1,725	
Physics	...	...	...	...	1,500	
Psychology	...	...	...	...	1,500	
Religion	...	...	...	...	1,500	
Sociology	...	...	...	...	1,500	
Library and teaching	...	...	...	...	1,500	
Faculty Hostess	...	...	...	...	1,500	
Travel to U.S.A.	...	...	...	...	1,500	
Language Study	...	...	...	...	500	
Contingent Salaries (3)	...	...	...	...	4,500	35,065

Forward \$45,035

Forward \$45,035

Departmental Expenses

Biology	...	...	...	...	275	
Art	...	...	...	...	50	
Chemistry	...	...	...	...	400	
Chinese	...	...	...	...	100	
Education	...	...	...	...	60	
Practice School	...	...	...	...	1,200	
English	...	...	...	...	100	
Hygiene & Phys. Education	...	...	...	...	720	
Library	...	...	...	...	550	
Music	...	...	...	...	200	
Lectures	...	...	...	...	100	
Physics	...	...	...	...	75	
Social Science	...	...	...	...	100	
Contingent	...	...	...	...	100	4,030

III. Maintenance

Upkeep of Buildings	...	...	...	...	400	
Janitor service	...	...	...	...	600	
Care of Grounds	...	...	...	...	400	
Light	...	...	...	...	500	
Heat	...	...	...	...	600	
Contingent	...	...	...	...	500	3,000

IV. Boarding Department

Superintendent	...	...	...	...	720	
Matron	...	...	...	...	240	
Food	...	...	...	...	4,000	
Light	...	...	...	...	600	
Heat	...	...	...	...	600	
Wages	...	...	...	...	1,000	
House Supplies	...	...	...	...	300	
Contingent	...	...	...	...	200	7,660
						14,690

Receipts

Field Receipts:						
Tuition (125 students at \$75)	...	...	...	...	\$9,375	
Board and Room (at \$60)	...	...	...	...	7,500	
Laboratory Fees	...	...	...	...	600	
Medical Fees	...	...	...	...	625	
Biology Fees	...	...	...	...	225	
Music Fees	...	...	...	...	500	
Graduation Fees	...	...	...	...	100	18,925
Practice School Fees	...	...	...	...	700	
Health Extension	...	...	...	...	750	
Alumnae Fund	...	...	...	...	200	
China Medical Board	...	...	...	...	2,400	
London Mission	...	...	...	...	1,500	
German Reformed Mission	...	...	...	...	1,500	
American Church Mission	...	...	...	...	2,000	
Ginling College Committee	...	...	...	...	25,000	
Smith College Alumnae	...	...	...	...	2,000	54,975

*Balance to be raised 4,750

*Contingent Total 5,300
Salaries \$4,500; Other items 800

FACULTY OF GINLING COLLEGE 1923-1924

Mrs. Lawrence Thurston ...	President and Treasurer
Minnie Vautrin ...	Dean
Alice L. Butler ...	Psychology
Flora M. Carnecross...	English
†Emily I. Case ...	Physical Director
Ruth M. Chester ...	Chemistry
Anna R. Clark ...	Library
†Ellen P. Cook ...	Chemistry
†Virginia H. Corbett ...	History and English
Djang Dzi-tsi ...	Chinese
Ada A. Grabill ...	Music
*Rebecca W. Griest ...	History
*Adelaide Gundlach...	Registrar & Business Manager
Ella M. Hanawalt ...	Education
Hoh Ying-tsing ...	Chinese and Education
Helen Y. McCoy ...	Physics
Ma Chen-kwen ...	Chinese
Llewella M. Merrow ...	College Physician
Cora D. Reeves ...	Biology
†Eva D. Spicer ...	Religion
Mary V. Thayer ...	Faculty Hostess
Georgia G. Thomas ...	College Secretary
Mary B. Treudley ...	Sociology
Minnie Vautrin ...	Education
Wang Beh-han ...	Chinese
†Laura H. Wild ...	Religion
†Edna F. Wood ...	English
†Norman A. Wood ...	Biology

*On furlough †Language Study ‡Visiting Professor

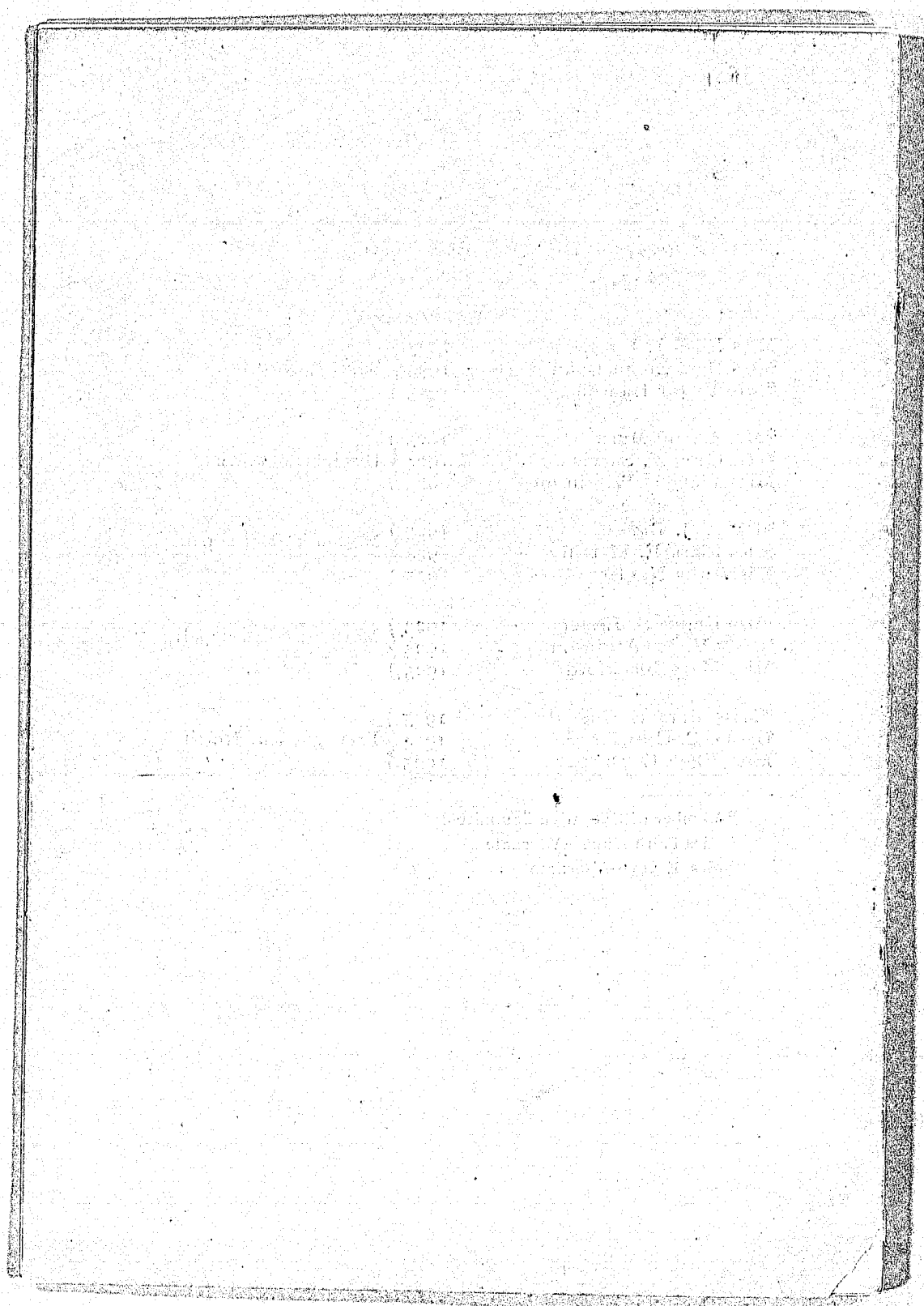
MEMBERS OF THE BOARD OF CONTROL

	<i>Term Expires</i>	
Miss Ellen J. Peterson	1923	} Baptist, North
Miss Dora Zimmerman	1924	
*Mr. Victor Hanson	1925	
*Mr. Edwin Marx	1923	} Disciples of Christ
Mrs. Guy W. Sarvis	1924	
Miss Wenona Wilkinson	1925	
*Dr. A. J. Bowen	1923	} Methodist Episcopal, North
Miss Clara E. Merrill ¹	1924	
Miss Etha Nagler	1925	
Miss Emma S. Lester	1923	} Methodist Episcopal, South
*Miss V. M. Atkinson	1924	
Miss Mary Blackford	1925	
*Miss Mary E. Cogdal	1923	} Presbyterian, North
Dr. O. C. Crawford ²	1924	
Miss Ellen E. Dresser	1925	

*Member of Executive Committee

¹ Miss Faith Hunt—Alternate

² Mrs. Espey—Alternate



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MINUTES
OF THE
BOARD OF CONTROL
OF
GINLING COLLEGE

October 31

1924

GINLING COLLEGE
NANKING, CHINA

GINLING COLLEGE BOARD OF CONTROL

Docket for 1924 Meeting

Devotional

Election of Chairman, Secretary and Nominating Committee

Acting President's Report

Report of Actions arising from Ginling College Committee Minutes

Correction of Minutes of Previous Meetings of Executive Committee

I. Faculty Program, Needs, and Related Business

A. Administrative

Needs for second semester, Treasurer, Business Manager.
Dean, Registrar, Chinese Nurse, Librarian

B. Instruction

Biology associate, Chemistry, Mathematics, History,
Music assistant, English Language specialist, Religion,
Physics, Physical Education assistant,
Practice School assistant, Modern language teacher
to meet premedical requirements.

Terms of service and furlough

Butler—furlough, January, 1925

Clark and Vautrin—furlough, July, 1925

Extension of term of Black, Carncross, Case, Grabill,
Thayer, Mrs. Tsen, Treudley, Wood.

II. Organization

The four and five year plan

The major and minor system

Proposed Changes in Faculty Organization

III. Budget and Finance

Summary of Treasurer's report for 1923-24

Permanent Equipment Fund Statement of July, 1924

Budget for 1925-26

Proposed changes in college fees

Methods of increasing current expense income

IV. Land and Buildings

Faculty Houses, Alumnae Building

Purchase of land

V. Miscellaneous

VI. Election of Executive Committee Officers Representation on the Board of Control

Meeting of the Board of Control of Ginling College October 31st, 1924

The annual meeting of the Ginling College Board of Control was held at the college on Friday, October 31st, 1924.

The members present were: Miss Bao, Miss Blackford, Dr. Bowen, Miss Dresser, Mr. Hanson, Mr. Marx, Miss Merrill, Miss Morton, Miss Nagler, Miss Pyle, Miss Robertson and Mrs. Sarvis.

The co-opted members present were Miss Jervis, Miss Kelly, Mrs. Mills, Dr. Ridgely, Mrs. Thomson and Professor Wood.

Letters of regret were received from Mrs. Cha Chien, Mrs. Espey, Mr. N. Gist Gee, Mrs. W. G. Hiltner, Rev. E. C. Lobenstine, Mrs. Y. T. Zee New, Miss Peterson, Miss Wilkinson and Miss Zimmerman.

MINUTES

The meeting was called to order by Miss Vautrin, Acting President of the College, and was opened with prayer by Professor Wood.

Miss Vautrin explained that while it was customary for the President to act as chairman, she preferred to have some one else act in that capacity, and suggested Mr. Hanson.

1. Voted: That Mr. Hanson act as chairman.

2. Voted: That Mr. Marx act as secretary. Miss Shippen gave stenographic assistance.

3. Voted: That Miss Merrill, Mrs. Sarvis and Miss Vautrin act as Nominating Committee.

4. Voted: That the time of the sessions be from 9 to 11.40, from 1.45 to 4.30 and from 5 to 7. Arrangements were made for attending chapel and inspecting the campus boundaries.

5. Voted: To give the privileges of the floor to co-opted members.

An invitation was read from the Y. W. C. A. of the college to attend the dedication of the Day School on November 1st, at 3.30.

Miss Vautrin extended an invitation to attend the three events for Founders' Day: service in the morning; dedication of the Day School; and the banquet.

The Acting President gave a brief report of faculty and student statistics, student activities, the growth of student government, neighborhood calling, the development of the Day School and the college magazine. She also gave a brief report of the amalgamation of the Physical Training School with Ginling and of the work of the Extra-Curriculum Activities Committee.

Those items in the Ginling College Committee minutes were read which applied to the work of the college in Nanking. Professor Wood as a member of the Ginling College Committee who had attended the April meeting explained that the Committee had inquired into the charter of the University of Nanking because Ginling College was incorporated as part of the University. They wished to find out what powers the Committee had under the laws of the State of New York.

The minutes of the Executive Committee meetings since the last meeting of the Board of Control were presented for review. There were no corrections of these minutes.

I. Faculty Program, Needs and Related Business

6. Voted: That the office administrative staff should be organized as follows: (a) Treasurer and business manager: a foreigner with Chinese assistants. (b) Registrar and secretary to the president and dean: a foreigner with Chinese typist clerk.

7. Voted: That a cablegram be sent to Mrs. Thurston informing her that there is no provision for Miss Butler's work as treasurer and business manager after she leaves in January; urging that Miss Fitch be secured for these duties, to arrive here in January, and requesting reply by cable.

8. Voted: That we approve of the college securing a Chinese trained nurse either by employing such a one or by making some arrangement with the University of Nanking Hospital.

9. Voted: That for the present the library work be provided for by securing a trained Chinese library assistant.

AFTERNOON SESSION

Dr. Ridgely opened the afternoon session with prayer.

10. Voted: That a committee be appointed to assist Miss Vautrin in finding a trained Chinese library assistant.

Miss Vautrin explained in detail the need of an increased teaching staff.

11. Voted: To approve the following provisions, which constitute additions to the faculty.

- A. Biology, a Chinese associate.
- B. History, (1) one in addition to Miss Griest. The person so provided shall be a Chinese permanent member of the faculty. It is important that this teacher be secured for the coming year since Miss Griest will be engaged in language study. (2) In case the Chinese teacher cannot be secured for the period of Miss Griest's language study, other provision must be made for that period.
- C. Music, one full time Chinese assistant.
- D. Chemistry, one Chinese assistant.
- E. Mathematics, a Chinese for one year to take Miss Clark's work while she is on furlough.
- F. English, a third member of the English department who is to be trained in teaching English as a foreign language.
- G. Education, (1) that Miss Black be urged to remain at least one more year and, if possible, two more years, until after Miss Hanawalt's furlough. (2) A full-time Chinese teacher for the practice school.
- H. Physical Education, one half-time Chinese assistant.
- I. That we join with the University of Nanking in asking the China Medical Board to provide a modern language teacher for the University and Ginling to meet premedical requirements.
- J. That Miss Wood, Miss Grabill and Miss Treudley be invited and urged to extend their terms to five years and Miss Carncross to

six years. (Miss Case's name is not included because the new arrangement of the Physical Education Department with the Y. W. C. A. makes it expedient that she go home at the end of three years for further special training.)

12. Voted: That Miss Clark, Miss Vautrin and Miss Butler be granted their regular furloughs and be invited to return.

13. Voted: That Miss Clark be invited to return for mathematics.

14. Voted: That we express to Miss Thayer our appreciation of her work at Ginling, and that we urge her to remain for at least another year and as much longer as she can.

15. Voted: That we express appreciation of the excellent work done by Mrs. Tsen during the past year, and that we urge her to continue her work with the college.

The question of a five-year term for regular appointees to the faculty was discussed. It was felt that the turnover and expense involved in a three-year term was great.

16. Voted: That Professor Wood take up with the Ginling College Committee the question of a five-year term for regular appointees.

17. Voted: That the physical fitness of Miss McCoy and Miss Chester for return after only one year's rest in America be carefully considered by the Ginling College Committee.

18. Voted: That in case Miss McCoy cannot come back by September, 1925, a person should be secured to do her work by the beginning of the second semester of this college year.

19. Voted: That we approve the following financial adjustment with Dr. Merrow, whose resignation became effective, June 30th last: (a) Full travel to her home in the United States, if she returns within a year from June 30, 1924. If after a year, but within two and a half years, a proportionate share of the travel, decreasing to none at two and

a half years or after. (b) To continue her salary at the field rate until she arrives in America and at the home rate thereafter until she receives other salary or equivalent income, but not in any case beyond June 30, 1925.

20. Voted: To recommend to the Ginling College Committee that Miss Chester be granted her full travel home and at least six months' regular furlough allowance, with the further recommendation that the time beyond that be cared for by the Ginling College Committee as may seem best.

21. Voted: That we approve of the strict enforcement of the rule which we understand has been adopted by the Ginling College Committee regarding medical examination of faculty members in America.

22. Voted: To recommend to the Ginling College Committee that they work out in connection with the Trustees of the University of Nanking an equitable provision for medical assistance, retirement and pension allowances, and other benefits accruing to regular appointees of mission boards, to apply to regular appointees on the Ginling faculty.

23. Voted: That to the sentence in the Constitution and Faculty Organization, "All persons under a term of appointment for not less than three years shall be voting members of the faculty," be added, "These members may elect at their discretion other experienced members of the staff to be voting members of the faculty."

II. Organization

Miss Treudley presented the proposed plan of a four-year course for the more able students and a five-year course for those who require more time and more personal attention of teachers; also the system of majors and minors recommended by the college faculty.

24 (a). Voted: That the Board of Control express its approval of the faculty working out experimentally a plan which would allow certain students to take five years if necessary, instead of four years, to complete the college course.

24 (b). Voted: To ask the faculty to reconsider the major and minor system with a view to condensation.

III. Budget and Finance

Miss Butler, Acting Treasurer, presented the budget for the year 1925-26.

25. Voted: That the financial statement be approved, the accounts having been audited by Mr. Owen to June 30, 1924.

26. Voted: That we request the Acting President to present to the Ginling College Committee the proposed budget for 1925-26 as the best tentative budget the Advisory Committee and the Board are able to prepare at this time, and that we also request her to present the problems involved and the question of provision for endowment.

27. Voted: That we instruct the Executive Committee to meet upon receipt of the action of the Ginling College Committee on the budget, and to make such readjustment as may be necessary.

28. Voted: That we request Miss Vautrin to make a study of the comparative fees charged by institutions of the rank of Ginling College and send it to the Ginling College Committee.

29. Voted: To approve increasing college fees as follows, beginning with September, 1925:

Diploma fee	\$10
Music	
For college students, a semester	18
(No practicing to be permitted without lessons.)	
For outside students, a semester	22
For use of piano each semester	
for outside students	7.50
In departments of Biology, Physics and Chemistry—\$5 for each 4-credit course, and proportionate fees for other courses	
Board during winter vacation	\$6
Board, room and incidentals	65
All special students to pay either the regular tuition fee or \$5 a credit per semester.	

IV. Land and Buildings

30. Voted: To approve in principle the plan of erecting one or two smaller faculty houses, along with the large faculty residence: all details as to location, plans, etc., to be passed by the Executive Committee.

31. Voted: To ask the Ginling College Committee to set aside a sum of money sufficient to purchase additional land needed to straighten out boundaries.

V. Miscellaneous

32. Voted: To request the Library Committee hereafter to prepare the annual library budget upon a systematic basis including all expenditures connected with the library.

33. Voted: To ask the Woman's Missionary Council of the Methodist Church South, to raise their contribution to current expense to Gold \$2,500.

34. Voted: That through their representatives on the field we express to the Reformed Church appreciation of their contribution to current expenses and again urge them to appoint a regular representative to our Board of Control.

35. Voted: That we adopt the following resolution of thanks to Dr. Speer and Mr. Carter:

We desire to express our appreciation of the work of Dr. Robert E. Speer and Mr. Russell Carter on the Ginling College Committee. Dr. Speer has given freely of his time as chairman of the Committee, when his time was also fully occupied with his work in the Presbyterian Board.

Mr. Carter has borne the responsibility of Treasurer at a period when the work was especially burdensome. We appreciate his labor in the care of our funds, and his judicious investment of the funds which were not immediately needed. To both these men we wish to offer our hearty thanks for their efforts in our behalf.

36. Voted: That the recommendation of the Advisory Committee of the faculty re a faculty member on the Board of Control, be deferred until next year.

VI. Election of Executive Committee and Other Officers: Representation on the Board of Control

The following members were nominated for the Executive Committee by the Nominating Committee: Dr. Bowen, Miss Pyle, Miss Dresser, Mr. Hanson, Mrs. Cha Chien, Mr. Marx (Mrs. Sarvis, alternate).

37. Voted: That the nomination be made an election.

38. Voted: That the College Treasurer be Treasurer of the Board of Control.

39. Voted: That the Secretary to the President be Secretary to the Board of Control.

40. Voted: That we recommend to the Ginling College Committee that we have three alumnae members on the Board of Control.

41. Voted: That three alumnae of Smith College residing in China be appointed to serve on the Board of Control.

42. Voted: That we ask the Y. W. C. A. to elect a member to the Board of Control.

43. Voted: That the completed minutes be revised and approved by the members of the Executive Committee residing in Nanking.

The meeting was adjourned at 7:45 p.m. with prayer by Miss Morton.

FINANCIAL STATEMENT

July 1, 1924

CURRENT EXPENSES.

Receipts 1923-24:

Ginling College Committee	\$12,409.64
Payment made in U. S. A.	10,162.69
China Medical Board	2,458.56
Gift—Plainfield Crescent Ave. Church	1,970.00
Travel U. S. A. paid in New York	2,329.95
Refund from Permanent Equipment	6,323.51
Interest and Exchange	134.11
Refund on Rent	1,000.00
London Mission Salary E. D. S.	1,500.00
Gifts—Ellen Cook	575.00
Gifts—N. E. Rivenburg	20.70
Alumnae Fund	230.00

Field Receipts:

Tuition, \$75 a yr.	\$4,757.50
Board and Room, \$60 a yr.	5,795.90

Fees:

Biology	100.00
Chemistry	215.00
Physics	78.00
Music	535.00
Medical	477.50
Graduation	126.18
Practice School	412.50
Entrance Examination	177.80
Outside Medical Fees	288.50

12,963.88

52,078.04

Deficit for Yr. 1923-24 1,104.46

53,182.50

Expenditures 1923-24

Administration	\$9,104.66
Instruction	33,608.47
Maintenance	4,478.46
Boarding Department	5,990.91

53,182.50

Deficit June 30, 1923 \$5,931.13

Deficit 1923-24 \$1,104.46

Total Deficit, June 30, 1924 7,035.59

Expenditures

I. Administration

Salaries	\$4,646.20	
Chinese Secretary ..	460.50	
Office Assistants ..	470.61	5,577.31

Expenses:

Entrance Tests ..	106.16	
Postage and Stationery ..	268.74	
Telegrams	121.90	
Office Expenses ..	296.49	
Travel—President ..	125.60	
Board of Control ..	265.87	
Faculty	166.75	
Educational Fees ..	509.85	
Publicity	385.64	
Printing	167.31	
Formal Opening ..	220.40	
Commencement ..	240.90	
Hospitality	82.00	
Medical Attendance ..	569.74	3,527.35

Total Administration 9,104.66

II. Instruction

Salaries:

Biology	\$1,602.50	
Chemistry	2,921.85	
Chinese	3,056.00	
Education and Psychology ..	3,375.00	
English	3,250.00	
History	1,015.95	
Music	1,500.00	
Physics and Mathematics ..	2,250.00	
College Physician ..	1,987.25	
Physical Education ..	1,251.00	
Religion	3,000.00	
Sociology	1,250.00	
Faculty Hostess ..	322.00	
Travel to U. S. A. ..	2,306.12	
Language Study ..	1,384.90	30,472.57

Departmental Expenses:

Biology	184.19	
Chemistry and Physics ..	548.58	
Chinese	42.27	
Library	771.88	
Music	814.62	
Physical Education ..	105.99	
Practice School ..	668.37	3,135.90

Total Instruction 33,608.47

III. Maintenance

Upkeep of Buildings ..	\$ 287.62	
Janitor Service	1,866.20	
Heat	1,264.32	
Light and Water	519.65	
Care of Grounds	354.38	
Miscellaneous	186.29	
Total Maintenance ..		4,478.46

IV. Boarding Department

Superintendence	552.50	
Food	2,564.46	
Heat	1,099.52	
Light and Water	519.65	
Wages	1,007.14	
House Supplies	235.57	
Incidentals	12.07	

Total Boarding Department .. \$5,990.91

Total Expenditures \$53,182.50

SPECIAL FUNDS ACCOUNT

Bookroom Balance	\$2,116.95	
Suspense		\$474.14
Y. W. C. A., Organization ..		689.76
Student Deposit		135.61
Student Loan Fund		298.30
Scholarship Fund		304.33

\$1,902.14

Balance of Balances \$ 214.81

PERMANENT EQUIPMENT FUND.

Receipts

Balance 1923	\$10,133.83
Loan 1922 repaid	3,705.61
Building Fund—Gold \$30,935.42	59,867.85
Building Fund—Taels ..	1,336.17
Gifts	313.85
Gifts	3.90
Total Receipts	75,361.19

Expenditures

Refund to Current Expense Account ..	\$10,029.12
Land	3,922.70
Campus Improvement	1,051.77
Buildings—Mexican payments	28,865.06
Office Equipment	270.20
Biology Equipment	1,176.71
Biology Museum	641.69
Chemistry and Physics	4,025.16
Library	2,753.74
Music	1,372.35
Athletics	477.63
Medical Equipment	1,927.80
Furniture—College	10,042.37
Furniture—Faculty	1,125.51
Total Expenditures	67,681.81
Balance	\$7,679.38

GINLING COLLEGE

Building Statement, May 31, 1924

Expenditures—Taels	Taels	
Buildings		
Ah Hong	344,120.67	
Asia Engineering Co.	14,395.00	
General Electric Co.	9,098.80	
American Trading Co.	13,500.00	
Miscellaneous and Hardware	1,612.87	382,727.34
Insurance	1,831.25	
Architects and Superintendence ..	31,928.92	
Dormitory D	35,720.85	
Electric Plant	9,470.77	
Grounds and Roads:		
Fence	1,029.55	
Grading	10,861.32	
Drainage	2,957.24	
Public Road	3,861.17	
Campus Road	3,861.31	22,570.59
Water System		9,513.33
Miscellaneous		
School kitchen and Laundry	1,991.32	
Gate Houses	2,836.82	
Covered Ways	5,467.52	
Gas Plant and P. E. Biology	1,439.29	
Land	277.41	
Incidentals	591.72	12,604.08
		506,367.13

July 1921—Jan. 1924.

Expenditures—Mexican Account	Taels	
Architects and Superintendence ..	2,282.79	
Grounds and Roads	484.87	
Water System	79.92	
Miscellaneous	297.66	
Plumbing	297.50	
Electric Plant	15.10	
Moving Expenses	153.29	3,611.13
		509,978.26

Expenditures—Gold

	Gold
Payments in China	\$ 13,680.00
Payments in U. S. A.	11,803.20
Payments Taels and Mexican accts. ..	509,978.26*
Total payments to May 31, 1924 ..	Gold \$382,468.12

* Exchanged at \$1.00=Gold, \$0.70

TENTATIVE BUDGET 1925-26*

I. Administration.

Salaries:

President	\$1,700.00	
Dean	500.00	
Registrar	500.00	
Treas. Sec.	1,500.00	
Business Manager		
Faculty Hostess	1,000.00	
Chinese Secretary	360.00	
College Physician	1,500.00	
Nurse	480.00	
Librarian	720.00	
Chinese Assistants:		
Registrar's Off. ½ time	300	
Library	330	
Typists	150	
Student Aid	100	880.00
		9,140.00

Expenses:

Postage and Stationery	300	
Telegrams	125	
Office	300	
Travel:		
President	100	
B. of Control	300	
Faculty	200	
Educational Fees	500	
Contingent-Coll. Mag.	100	
Publicity	250	
Printing	150	
Commence. and Founders		
Day	500	
Hospitality	100	
Medical Attendance..	600	
Entrance Tests	150	
		3,675.00

II. Instruction.

Salaries:

Biology	\$1,500	
" Associate	1,100	2,600.00
Chemistry	1,500	
" Assistant	750	2,250.00
Mathematics		1,100.00
Physics		1,500.00
History 2		3,000.00
Chinese	1,200	
	1,000	
	840	3,040.00
Music	1,500	
	720	2,220.00

* See Motion 26 page 6.

English	4,500.00	
Sociology	1,500.00	
Religion 1 1/3	2,000.00	
Education and Psychol.	2 @ 1,500	
	1 @ 900	3,900.00
Physical Education	2 @ 1,500	
	1 1/2 @ 1,000	4,500.00
Language Study	1,600.00	
Travel U.S.A.;		
From U.S.A.—C.D.R.,		
H.Y.M., R.M.C., A.L.B.,		
—3 new		
To U.S.A.—E.M.H., A.A.G.,		
M.B.T. (2), E.I.C.		12,000.00
Furlough Salary M.V. ..		1,800.00
A.L.B.		1,000.00
		48,510.00

Departmental Expenses:

Biology	\$ 300.00	
Art and other Lectures ..	50.00	
Chemistry	430.00	
Chinese	200.00	
Practice School	900.00	
Bd. St. Ht.	\$800	
Incidentals	100	
Music—including piano ..	800.00	
Physical Education—including manikin	500.00	
*Library. General books	320.00	
English Books and Mag.	\$500	645.00
Sociology " " "	500	525.00
Religion " " "	475	550.00
Psychology " " "	150	325.00
Mathematics		50.00
History " " Maps	500	500.00
Physics " " "	100	200.00
Education " " "	150	250.00
		\$6,045.00

III. Maintenance.

Upkeep of Buildings	300.00	
School Wages	1,080.00	
Heat	1,000.00	
Light and Water	550.00	
Care of Grounds	600.00	
Miscellaneous	200.00	
		3,730.00

IV. Dormitory.

Superintendence	720.00	
Food, Fuel and Cooks	5,500.00	
Heat	1,000.00	
Light and Water	650.00	
Wages	1,200.00	
House Supplies	250.00	
		9,320.00

Total 80,420.00

* The library total \$2,695 was out by \$500 and the various departments were asked to readjust their askings.

Receipts:

Ginling College Committee

Presbyterian	2,500.00	5,000.00	
Methodist Episcopal	2,500.00	5,000.00	
Methodist Epist. South	1,750.00	3,500.00	
Baptist	1,500.00	3,000.00	
Disciples	1,500.00	3,000.00	
Smith College Students	3,000.00	6,000.00	
London Mission ..	750.00	1,500.00	
Amer. Church Mission	1,000.00	2,000.00	
Reformed Church in Amer.	750.00	1,500.00	
Y. W. C. A.	1,250.00	2,500.00	33,000.00

Field Receipts

China Medical	2,400.00		
Tuition 145 @ 75		10,875.00	
Board 145 @ 60		8,700.00	
Fees			
Biology 300			
Chemistry 430			
Physics 200			
Music 1,630			
Graduation 140			
Entrance 200			
Medical 750		3,625.00	
Alumnae Fund	200.00		
Practice School	1,280.00	27,080.00	
		60,080.00	
To be raised		20,340.00	
		80,420.00	

GINLING COLLEGE

Student Statistics, September 1924

Total number of students enrolled in College:	Former	New	Total
Students from Mission Schools ..	65	38	103
Students from Private Schools ..	9	4	13
Students from Gov't. Schools ..	5	12	17
Total	79	54	133

Students by classes in College:

Freshmen	43	Sophomores	31
Juniors	26	Seniors	14
Special	17	Unclassified	2

Non-church Members	Former	New	Total
Church Members:	65	39	104
Baptists, North and South ..	4	4	8
China Christian Church ..	0	2	2
Congregational	1	2	3
Disciples of Christ	8	4	12
Dutch Reformed	1	0	1
Episcopalian	9	4	13
Evangelical	4	0	4
Interdenominational	0	3	3
Lutheran	0	1	1
Methodist, North and South	23	11	34
Presbyterian, North and South	14	8	22
Prof. Christian—not a church member	1	0	1
Total	65	39	104

Provinces represented:	Former	New	Total
Anhwei	1	3	4
Chekkiang	9	1	10
Chihli	3	4	7
Fengtien	1	1	2
Fukien	5	7	12
Hunan	7	5	12
Hupeh	4	4	8
Kiangsi	6	4	10
Kiangsu	39	21	60
Kwangtung	1	2	3
Shantung	2	1	3
Szechuen	1	1	2
Number of provinces represented	12	12	12

Preparatory Schools represented:	Former	New	Total different schools
Government	5	8	10
Mission	21	18	29
Private	7	4	10
Total	33	30	49

Schools represented at Ginling in September 1924

	Old	New	Total	
Amoy Girls' High School	1	1	2	Private
Amoy Girls' Middle School .. .	1	1	2	Mission
Baldwin Memorial School—Nanchang ..	1	1	2	Mission
Bridgman Memorial School—Shanghai ..	5	3	8	Mission
C. M. S. Girls' School—Foochow .. .	1	1	2	Mission
Che. Prov. Industrial School—Hangchow ..	1	1	2	Private
Chekiang Normal Girls' School—Hangchow ..	1	1	2	Gov't.
Chi Siu Girls' School—Shanghai .. .	1	1	2	Private
Chin Tok Girls' School—Changchow .. .	1	1	2	Mission
Chow-nan School—Changsha .. .	1	1	2	Private
Christian Girls' School—Nanking .. .	9	7	16	Mission
David Hill School—Hanyang .. .	2	2	4	Mission
Eliza Yates Girls' School—Shanghai ..	4	2	6	Mission
First Girls' Normal School—Chengtu ..	1	1	2	Gov't.
First Girls' Normal School—Kiangsi ..	1	1	2	Gov't.
Fu Siang High School—Changsha .. .	5	1	6	Mission
Girls' Normal, Tientsin .. .	1	3	4	Gov't.
Hangchow Girls' Normal .. .	1	1	2	Gov't.
Hangchow Union Girls' School .. .	2	2	4	Mission
Hwa Nang Middle School—Foochow .. .	1	2	3	Mission
Hwei Wen Girls' School—Nanking .. .	10	7	17	Mission
I Fang Girls' School—Changsha .. .	1	1	2	Private
Jen Ts Girls' Middle School—Wusih ..	1	1	2	Private
Julia Mackenzie School—Yangchow .. .	1	1	2	Mission
Keen Memorial School—Tientsin .. .	1	1	2	Mission
Ku. 1st Prov. Girls' Nor. School—Nanking ..	1	1	2	Gov't.
Ku. 2nd Prov. Girls' Nor. School—Soochow ..	1	1	2	Gov't.
Lee Tsu Girls' School—Tungli, Soochow ..	1	1	2	Private
Lombard School for Girls—Shaowu .. .	1	1	2	Mission
M. S. of Peking Higher Normal—Peking ..	3	3	6	Gov't.
Mary Farnham School—Shanghai .. .	5	1	6	Mission
Mary Porter Gamewell School—Peking ..	1	1	2	Mission
Mary Vaughan High School—Hangchow ..	1	1	2	Mission
Methodist Epis. Girls' School—Chengtu ..	1	1	2	Mission
Ming Deh Girls' School—Nanking .. .	3	1	4	Mission
Olivet Memorial High School—Chinkiang ..	1	1	2	Mission
Peking Higher Normal School for Girls ..	1	1	2	Gov't.
Riverside Academy—Ningpo .. .	2	2	4	Mission
Rulison High School—Kiukiang .. .	7	3	10	Mission
Shen-Chow Girls' School—Shanghai .. .	1	1	2	Private
Sin-I Normal School—I-Yang, Honan .. .	1	1	2	Mission
St. Belilios Girls' School—Hong Kong ..	1	1	2	Mission
St. Hilda's School—Wuchang .. .	1	1	2	Mission
St. Mary's School—Shanghai .. .	1	1	2	Mission
True Light Middle School—Canton .. .	1	1	2	Mission
Tsung Hwa Girls' School—Soochow .. .	3	3	6	Private
Virginia School—Huchow .. .	3	3	6	Mission
Woo Pong School—Shanghai .. .	1	1	2	Private
Wuchang Girls' Normal School .. .	1	1	2	Gov't.

Preparatory Schools represented:

	Former	New	Total different schools
Government .. .	5	8	10
Mission .. .	21	18	29
Private .. .	7	4	10
Total .. .	33	30	49

GINLING COLLEGE

Faculty and Assistants 1924-25

Administrative Officers

*Mrs. Lawrence Thurston ..	President
Minnie Vautrin ..	Dean
Alice Butler ..	Acting Treasurer and Business Manager
Louise Steel-Brooke ..	College Physician
Ellen Shippen ..	Secretary
Mary Thayer ..	Faculty Hostess
Mrs. S. F. Tsen ..	Director of Student Residences
Wang Shao-djan ..	Chinese Secretary

Faculty of the College

Ethel Black ..	Education and Psychology
Flora M. Carncross ..	English
Emily I. Case ..	Physical Director
†Mrs. Robert C. Chapin ..	English
*Ruth M. Chester ..	Chemistry
Anna R. Clark ..	Mathematics and Librarian
Djang Dzi-tsi ..	Chinese
Deborah M. Gibson ..	Chemistry
Ada A. Grabill ..	Music
Rebecca W. Griest ..	History
Ella M. Hanawalt ..	Education
Phoebe Hoh ..	Chinese
*Helen Y. McCoy ..	Physics
*Cora D. Reeves ..	Biology
Eva D. Spicer ..	Religion
Mary B. Treudley ..	Sociology
Wang Beh-han ..	Chinese
Harriet Whitmer ..	Biology
Edna F. Wood ..	English
†Prof. Irving F. Wood ..	Religion

Faculty of the School of Physical Education

N. Parkes Jervis ..	
Chang Hwei-lan ..	
Wan Chuck ..	
Hwang Wen-yü ..	

Assistants

Dju Ao ..	Practice School
Ho Chang-chi ..	Music

*On furlough.

†Visiting professor.

MEMBERS OF THE BOARD OF CONTROL

Term Expires

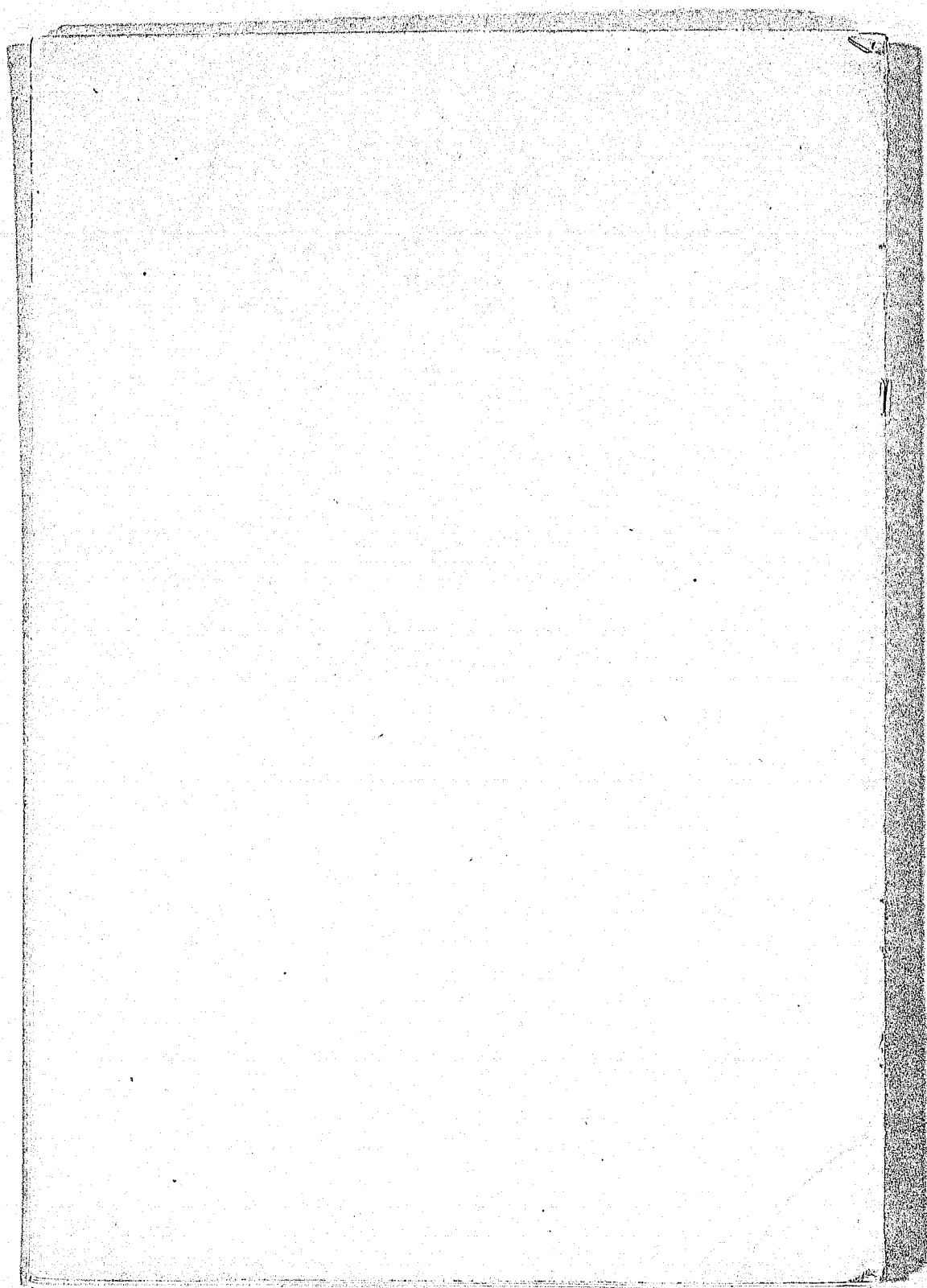
†Mr. Victor Hanson*	1925	} Baptist, North
Miss E. Peterson	1926	
Miss Dora Zimmerman	1924	
†Mr. Edwin Marx*	1926	} Disciples of Christ
†Mrs. G. W. Sarvis	1927	
Miss Wenona Wilkinson	1925	
†Dr. A. J. Bowen*	1926	} Methodist Episcopal, North
†Miss Clara E. Merrill		
†Miss Etha Nagler	1925	
Miss V. M. Atkinson	1927	} Methodist Episcopal, South
†Miss Mary Blackford	1925	
†Miss Martha E. Pyle*	1926	
†Miss Ellen E. Dresser*	1927	} Presbyterian, North
Mrs. J. M. Espey	1925	
†Miss Manuella D. Morton	1926	
†Miss Bao Dji-lih	1927	} Alumnae
Mrs. Cha Chien*	1926	
Mrs. Y. T. Zee New	1925	
†Miss Catherine M. Robertson		London Mission

Co-opted Members for 1924 Board Meeting

Miss R. M. Brittain	..	Methodist, South
Mr. N. Gist Gee	..	China Medical Board
Mrs. Walter Hiltner	..	Smith College
†Miss N. Parkes Jervis	..	Y. W. C. A.
†Miss Mary Kelly	..	Disciples of Christ
†Mrs. Samuel J. Mills	..	Presbyterian, North
†Dr. L. B. Ridgely	..	American Church Mission
†Mrs. J. C. Thomson	..	Smith College
†Prof. Irving F. Wood	..	Smith College

*Executive Committee.

†Members present at the meeting on October 31st.



COVERING LETTER

FOR

Board of Control Minutes

Mar-11-1924

To the Members of the Ginling College Committee:

Twelve regular members of the Board of Control were able to be present at the annual meeting. Several weeks previous to the date set several suggestions of postponement came to us, raised mostly because lack of train-service between Nanking and Shanghai made the journey longer and more expensive than usual. The final decision, however, was that the meeting should be called at the regular date in order that the minutes might reach New York in time for the January meeting of the Committee. On the whole the meeting was most satisfactory, although many were conscious that one day each year is all too short a time in which to do the large amount of business which arises.

At the suggestion of Professor Wood copies of the minutes and covering letter are being sent direct to the members of the Ginling College Committee. This may not be the best plan of procedure, but is worth trying for at least one year. In places where the action of the Board does not need explanation, none has been given. The numbers used below correspond to those of the motions in the Board of Control Minutes.

I. FACULTY ORGANIZATION

6. ADMINISTRATIVE STAFF

In considering the needs in administration the Board and the Executive Committee felt that in so far as possible the administrative staff should be large enough to carry on its own work efficiently and not be compelled to call on the teaching staff of the college any more than necessary, as most of the teaching staff carry a full teaching load. Because of the need of the Chinese language for both the treasurer and business manager, it seemed best that these two offices be combined in one person who could speak Chinese. Miss Fitch, because of her previous experience, seemed the ideal person for this work. Some of the members felt that she might be interested in superintending the campus development, although there was no thought of forcing her to do this. It was understood that the person carrying this work would be free to have Chinese assistance for the book-keeping possibly and for those parts of the business management which could be delegated.

The combination of registrar and secretary to the president seemed a much easier one to fill, and would not necessarily be a person who knew much Chinese, as we already have splendid help from a University of Nanking student, Mr. Tsu, whom we can count on for three more years for part-time office help. The names of Constance Wood, Florence Angell and Helen Clark were suggested as possibilities for this position. If the registrar's work were taken

from the dean, it was suggested that the dean would be able to carry at least two-thirds of the regular teaching load, and that it would be a saving of her time if she could have at least one hour of stenographic help each day.

In making the above recommendations the Board had no thought of making such combinations as would make it impossible for Miss Fitch to come, for they all were convinced that she would be a most desirable member of the administrative staff. In case she preferred the position of secretary to the president and treasurer, it would simply mean that a person would have to be secured to be business manager and perhaps registrar.

7. VACANCY DUE TO MISS BUTLER'S LEAVING

A very real problem is presented by the departure of Miss Butler about January 15. She is now acting as treasurer and business manager. No person without Chinese can take over this work. The members of the Board are inquiring into possibilities on the field. It may be that Mr. Tsu could be persuaded to drop out of the University for a year to help, although he would have to have careful supervision in the book-keeping. Since Miss Vautrin is already carrying the duties of acting-president, dean and registrar and since she is near the end of a six-year term in China, it seems impossible for her to take on additional work. As a last resort, she might be able to turn over the dean's and registrar's work to another member of the faculty and then take on the duties of business manager and treasurer. This, however, seems very inefficient as she knows little about treasurer's work. The cablegram was sent to Mrs. Thurston with the hope that Miss Fitch could arrive on the field before Miss Butler's departure and take over her work. We shall continue our search here and inform you in case we find candidates on the field.

8. CHINESE NURSE

It was the hope that we might be able to secure a mature woman with nurse's training who would be able to take over many of the responsibilities of the college physician next year while the latter is in language school. Since Mrs. Tsen finds her work too heavy, it was suggested by her that the nurse have supervision of the student kitchen and school diet. Some members of the Executive Committee felt that no well trained nurse, interested in advancing professionally, would be willing to accept a permanent position in a college where she had so little chance for professional growth. It was suggested that an arrangement might be made with the University Hospital whereby we might share the services of one of their nurses. We shall be searching for a nurse during the coming months. A nurse of the right kind might be attracted by opportunities of further service in the Day School clinic and in neighborhood calling.

11. FACULTY PROGRAM

For two months the Curriculum Committee has been making a study of the growth in student body, curriculum and teaching load, for the period 1925-28. Copies of the results of this study are enclosed. It is clear that the faculty needed for 1925-26 will be practically

sufficient to carry the load during the three-year period. The college has reached the place where one person is no longer sufficient for a department and where there should be a second. The second person should be a well-trained Chinese woman wherever possible. The faculty askings were cut in a number of places by the Executive Committee because of the discrepancy between expenditures and receipts for 1925-26. Below are given the additional faculty as passed by the Board of Control.

A. Biology Associate. The Biology department has long needed a second person. The Board had in mind Miss Wu I-fang for this position, and thought it advisable that the matter be taken up at once by Mrs. Thurston and Dr. Reeves. The amount of \$1100 was suggested and budgeted, but it was understood that those interviewing Miss Wu might have to recommend a different amount. (The Advisory Committee had previously recommended that a flat sum of \$1200 be paid to Chinese women teachers of college subjects, this not to apply to assistants, but later in cutting the budget this was changed to \$1100.) The matter of salary for Chinese women teachers of college subjects seems to be somewhat confused, and it was unfortunate that the Board of Control did not have time to discuss it. You will find in studying the budget that \$1100 has been budgeted for the associate in Biology and Mathematics, but that the associates in Physical Education and also Miss Hoh's salary were not changed from \$1000. Whether or not all the salaries of such teachers should be the same, is a question, for undoubtedly some will come with more experience and training than others. The feeling of some of the faculty is that they would be quite happy to see the salary placed at \$1100 as that (they would) amount would be a slightly higher sum than is received by the foreign teachers. It is assumed that the Chinese teachers pay for their own board and an additional sum for service if they live in the foreign faculty house.

B. History. This department has reached the status when one person in the department would be limited to giving required freshman courses with no opportunity for offering electives. Such a program of teaching would be undearable to a person prepared to give advanced courses. During 1925-26 Miss Griest should be given language study even if the History work is not provided for. All realize that a teacher of History in China is teaching at a great disadvantage without some Chinese language and background. The decision of the Board of Control was that some person must be secured to carry the History work next year, and if possible this person should be the Chinese who is to be the permanent second person in the department. It should be added that for the past two years Miss Griest has been in touch with Chinese studying in America, and she knows of no one who is especially fitted for the work. To secure a Chinese associate without sufficient training would be unwise. The name of Ni Feng-gih who was formerly at Ginling and later studied at Wellesley and Chicago, was suggested as a possibility. If the permanent Chinese cannot be secured for September 1925, then a foreigner coming out on a one-year contract should be secured. The thought was that such a person might be one on a sabbatical leave, coming at her own expense, or a person who could pay her own travel, thus requiring the college to pay salary only. The name of Mrs. Theda Holen, now studying at the University of Michigan for her M. A. degree, was suggested. The permanent Chinese for this department should be sought for at once and given training for the work. It is

the feeling of the Curriculum Committee and the faculty that it is questionable whether or not we have the right to expect one person to carry on the work in the department until the Chinese associate is found, for it means that not more than one elective can be offered here at the College and those who wish to major in History must go to the University of Nanking for their other elective.

C. Music. At present the Music department has the half-time help of an assistant, but next year this will have to be increased to full-time help. Miss Ho, one of our graduates is now doing very acceptable work in the department.

D. Chemistry. The original asking of the faculty for this department was two full-time foreign teachers for the present, one to be one a three-year contract, and one Chinese associate in training for the permanent second member of the department. It was thought that the temporary foreign teacher might be able to carry at least one of the Mathematics sections, during Miss Clark's furlough. The Board of Control however voted a Chinese assistant for next year instead of the above. If Miss Chester is not able to come back in the Autumn of 1925, some person must, of course, be found to take her work. It was felt that in the past Miss Chester's load has been too heavy, and that this may in part account for her present illness. The permanent second person in the department would preferably be one of our own students with graduate study. Miss Chester should be consulted with regard to this matter for she may have some one in mind.

E. Mathematics. During Miss Clark's absence some person must be secured to do her work. At present there are two Mathematics sections, and next year there may be three. Miss Lah of Wellesley was suggested for this work for the year at a salary of \$1100.

F. English. A teacher with special training in teaching English as a language has long been desired for this department. If such a person could be secured next year she could have at least part-time language study, which would be very necessary for her. Three years ago there were three teachers in this department, hence the present asking is not an increase.

G. Psychology. If Miss Black consents to remain for Education and Psychology the only other need in the department would be a full-time Chinese assistant, who would be especially needed for the year of Miss Hanawalt's absence. Miss Hanawalt has recommended Miss Dju, one of the present seniors, for this position. It is greatly desired also to have one of our alumnae secure further training for an associate in the Education department. How to finance the person securing such training is a question as yet unsolved.

H. Physical Education. A large amount of time was used in discussing the needs of this department. Had the Training School not come to us this year probably not more than the half time of one assistant would have been voted for the department in addition to Miss Case, although a full time assistant would have been desirable. Miss Jervis reported that one foreign teacher and one associate would be able to carry the special work involved in the Physical Education major. It was hoped that the Y.W.C.A. would not only ~~contribute the salary required~~ contribute toward running expenses until they entered on the permanent

basis.

I. Modern Languages. Since we have never been able to satisfactorily give the foreign language requirement of the pre-medical course, it seemed advisable to join with the University of Nanking in a request to the China Medical Board asking that they co-operate with us in this matter. The Executive Committee of the University has since our meeting passed the following:

Voted: that we approve of the University of Nanking uniting with Ginling College in asking the China Medical Board to provide for the support of a teacher of modern languages to meet the premedical requirements in language.

J. Extension of Terms. If the present three-year-term members of the staff take their regular furloughs and those who are now home on furlough return, and the passage of only three new faculty members is budgeted, a total of \$13,000, or about one-sixth of the entire budget of 1925-26 would have to be set aside for travel. It was this fact and also the desire for more continuity in the faculty, that made the Board pass this motion.

12. & 13. FURLOUGHS

Miss Clark was invited to return to the department of Mathematics and to secure further preparation for the work during her furlough year. The return of Miss Butler and Miss Vautrin was requested, but their work was not discussed.

14. MISS THAYER

Miss Thayer has been a most helpful member of the staff co-operating in many ways in the work of the college. It was felt especially that during the coming year she would be needed. A salary of \$1000 was budgeted with the thought that living expenses should be given in addition by the faculty. Heretofore Miss Thayer has not been willing to accept a salary.

15. MRS. TSEN

Mrs. Tsen has done excellent work this autumn and has borne many responsibilities that have hitherto been carried by faculty members, consequently it was voted that she should be urged to continue her work. Mrs. Tsen definitely said that she had promised to come for only one year, that fact having prompted the above action.

16. LENGTH OF TERM

This matter is to be taken up in detail by Prof. Wood. It was the desire of the Board not to hinder the coming of desirable candidates who would not consider a term longer than three years, but rather to encourage as many as possible to come on the five-year term, or to change to it as soon as possible. The matter of travel is an increasingly large item.

17 & 18. SCIENCE VACANCIES

The work of the Science department has been greatly handicapped this present year. An entirely new staff is now carrying the work and a number of the pre-medical students have become greatly discouraged and question their ability to take the P.U.M.C. examinations. It is not possible to carry on the work of the department in a similar way next year. We have a very good instructor from Southeastern University doing the Analytical Chemistry, but he will probably not want to do the work next semester. The courses in Physics are being carried in a less satisfactory way. If Miss McCoy cannot come back in September, 1925, then it would be highly desirable to secure a teacher of Physics for the second semester of the present year. Such a person, however, should be carefully chosen and should be able to handle both first and second year Physics in an acceptable manner, and also be able to teach a college Algebra and Trigonometry course if the Mathematics vacancy cannot be filled. The question of Miss McCoy's physical fitness for the work was not discussed although it was felt by several members.

19. DR. MERROW

This matter had been settled by the Executive Committee previously and was merely approved without further discussion by the Board. Dr. Merrow is at present in Peking.

20. MISS CHESTER'S TRAVEL AND FURLOUGH SALARY

The opinion of the Board was that the Ginling College Committee could well afford to deal generously with Miss Chester as she has given six years of splendid service to the college. Miss Chester did not accept money for medical bills but did accept her regular salary during her absence in Kuling. It was hoped that the Committee would not stop with the regular six months' furlough salary, but would make such further allowances as were necessary and possible.

21. MEDICAL EXAMINATION

It was particularly felt that the Committee should require a strict medical examination of all the regular members of the faculty immediately upon their return to America, and again before their return to the field, and that this examination be given by a regular examining physician of one of the mission boards.

22. INSURANCE AND PENSIONS

One of the members of the Executive Committee brought up the matter of faculty insurance and pensions. It was suggested that it might be possible to secure Carnegie Insurance or Pensions for the teachers.

23. FACULTY VOTING POWER

This past autumn, several members of the present faculty, particularly Miss Jervis and Miss Trendley, were not eligible to vote according to the present wording of the "Faculty Organization". It

was felt that the section defining voting members should be reworded or amended in order to make it possible for those members to vote who because of previous experience in China or America, were capable of voting.

II. ORGANIZATION

24. THE FIVE YEAR COURSE

During the autumn the Curriculum Committee have planned a four-year course and a five-year course, the latter for those students who are unable to take the regular college course in four years. By means of a carefully planned entrance test or examination it would be possible to select a group who could do the work in four years, and to determine those who must take five years. In 1925-26 it was approximated that 25 would be in the first group and 40 in the second. Objections might be raised by some parents to the increased cost and length of time, but the middle school principals on the Board of Control felt that the plan would be greatly appreciated and worth trying. It would have to be presented tactfully to the students or it might hinder them from coming. The five-year course would also enable more government school students to come. It was not the thought that this added year would be sub-freshman work but that it would merely enable students to do the regular college course more slowly.

24. THE MAJOR AND MINOR SYSTEM

Because of the increased budget some members of the Board questioned the possibility and wisdom of giving eight majors at this time. Their idea was that certain group majors might be formed which would meet student needs and would be more easily provided by the college. They did not demand that the number now offered be decreased, but did ask for a careful reconsideration.

III. BUDGET AND FINANCE

26. BUDGET FOR 1925-26

The budget for 1925-26 was carefully prepared and submitted to the Advisory Committee. It was then revised by two members of the Executive Committee who were able to meet on an afternoon in advance of the regular meeting of the Committee. It was later checked by the Executive Committee and the Board of Control, and certain reductions made, but the final difference between receipts and expenditures of about \$20270 Mex., was not adjusted. The opinion of all was that it should be presented with the discrepancy and then that instructions be waited for. There probably are a few places where the budget could be cut in small amounts, but a comparison between the present budget, and last year's statement shows that the main increases are in the teaching staff and in the travel account. To cut the teaching staff means to handicap the college in the last place where it can afford to be handicapped.

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The proposed budget includes the following items which have heretofore been charged to Permanent Equipment:

Library and magazines	\$2825
Piano	625
Maps	75
Manikin	150
Models for Psychology and Math.	150
	\$3825

The first item was later cut by \$500 leaving a total of \$3325. It seemed to some members of the Executive Committee that the college would not continue to have a separate Permanent Equipment account, and that the present balance of about \$7000 was all needed for Science equipment, and that it would be better to transfer at least such items as books and pianos to the Current Expense budget. Perhaps the decision to put these items into the Current Expense budget is not required at this time.

29. INCREASE OF FEES

The diploma fee was increased from \$5 to \$10 in order to cover actual cost of a diploma. The laboratory fees at present are \$1 per credit for Biology and Physics and \$5 per course for Chemistry. A flat rate of \$5 is a slight increase. In comparison with some other institutions it is still low. It was suggested that the board, room and incidental fee be raised to \$70 but the Board members representing middle schools asked that the sum be made just to cover expenditures and asked that it be raised to only \$65. The medical fee remains \$5. A comparison with fees of other institutions will be compiled and sent as soon as possible.

IV. LAND AND BUILDINGS

30. FACULTY HOUSES.

The Residence Committee is planning to secure further data for this and to forward it to Mrs. Thurston soon. It was suggested that if any small houses are to be built, it might be possible to begin one this coming spring and have it ready by autumn, thus releasing more of Dormitory D for students.

31. LAND

It was voted that enough money should be on deposit on the field for the purchase of desired land as it becomes available. Land is constantly rising in value in this locality and the sooner our permanent boundary can be reached the cheaper it will be. There are certainly pieces of land which should be purchased in order to straighten boundaries. One of these pieces on the southeast may be available soon.

V. MISCELLANEOUS

33. INCREASING CURRENT EXPENSE INCOME

It was urged that in so far as possible each of the contri-

outing missions should give the sum of \$2500 gold toward current expenses, and that when any mission found it necessary to cut this amount due notice should be sent to the field.

Although no definite time was allowed to discuss the methods of increasing Current Expense Income, a number of the members felt suggested that the time had come for the college to look to other sources for additional amounts. The following were suggested as ways of increasing income or decreasing expenses:

(1) Securing aid among institutions in America and England for certain departments in the college such as Physical Education, Music, Education Department and the Practice School, etc.

(2) Aiming to secure more self-supporting members of the faculty on sabbatical leave from colleges in America. This method if made systematic would provide for farlongs and language study for regular members of the faculty. It was suggested that Miss Cook might be able to aid in this matter.

(3) Encouraging the group of women in America who did such magnificent work in securing building funds for the seven Oriental Colleges, to use similar methods for an endowment fund that might cover at least part of the expense of foreign faculty.

VI. OFFICERS AND REPRESENTATION

40. ALUMNAE MEMBERS ON THE BOARD OF CONTROL

This method might increase alumnae interest, and has already been suggested to the Alumnae by Mrs. Thurston.

41. SMITH ALUMNAE ON THE BOARD

Because of the large sum contributed by Smith College to the building fund and to the regular Current Expense, it seems desirable for Smith to have as many members on the Board as the regular co-operating missions.

42. Y. W. C. A. MEMBER ON THE BOARD

This motion was passed as a temporary means of connecting the Y. W. C. A. and the college. When the permanent arrangement is made the representation might logically be increased to three members.

Respectfully submitted

Minnie Vautrin - Acting
President

November 11, 1924.

MINUTES
OF THE
BOARD OF CONTROL
OF
GINLING COLLEGE

November 2 and 3

1925

GINLING COLLEGE
NANKING, CHINA

BOARD OF CONTROL MEETING

November 2 and 3, 1925

DOCKET.

Devotional Exercises.

Election of Chairman, Secretary, Nominating Committee, Co-opted members.

Report of the year 1924-1925.

The College Year—Miss Vautrin's Report

The President's Furlough—Mrs. Thurston.

I. Ginling College Committee.

Reorganization.

Incorporation.

Constitution.

Financial Basis.

Candidates and Power of Appointment.

Faculty pensions, etc., (1924 Minutes No. 22.)

Permanent Equipment Defined.

II. Treasurer's Report 1924—1925.

Financial Statements—Building, Equipment and Current Expense.

Deficits, 1924 and 1925.

Revised Budget 1925—1926 (Current).

Tentative Budget 1926—1927.

Permanent Equipment Budget 1925—1926.

Permanent Equipment Budget 1926—1927.

III. Land, Buildings, and Equipment.

Campus Extension—order and limit.

Buildings—time of building.

Faculty Residence.

Library and Administration.

Chapel and Music Hall.

Memorial Buildings—tablets and names.

Building Program.
Faculty Residences.
Library and Administration.
Chapel and Music.
Infirmary.
North Kitchen and Dining rooms.
Coal Storage.
Laundry.
Practice School—temporary.

IV. Faculty 1926—1927.

Ideal Program.
Furloughs.
Case, Grabill, Hanawalt, Hoh, Treudley, Wood (re-
signing).
Vacancies.
Administration.
Dean—Vautrin doubtful.
Registrar.
Secretary.
Librarian.
Faculty Hostess.
Instruction.
Chemistry.
Chinese.
Education and Psychology.
English.
Music.
Physical Education.
Physics and Mathematics.
Sociology.
Faculty Appointments.
Special Cases—Treudley, Hoh, Loh, Zia, Tsen, Loos.

V. Financial Problems of the College.

Methods of increasing income.
Mission action on Ginling Appropriation.
Approach to China Medical Board.
Campaign for Living Endowment.
Endowment Scholarships.
Faculty Salary.
Departmental Support.

VI. Election of Executive Committee and other officers.

VII. Miscellaneous.

Meeting of the Board of Control of Ginling College November 2 and 3, 1925

The annual meeting of the Board of Control of Ginling College was held at the College on Monday and Tuesday, November 2 and 3, 1925.

The members present were: Miss Bao, Dr. Bowen, Miss Bradshaw, Mrs. Bunce, Miss Dresser, Mr. Hanson, Mrs. Hylbert, Miss Kelly, Miss Mayhew, Miss Morton, Mrs. Sarvis, Mrs. Thomson, Miss White, and Miss Yang.

The co-opted members present were: Miss Abbott, Miss Chen, Miss Cook, Dr. McDaniel, Mrs. Mills, and Mr. Roberts.

Expressions of regret were received from several absentees, the unsettled conditions having prevented their attendance.

Mrs. Thurston, President of the College, read a passage of scripture before the formal opening of the session at nine o'clock Monday morning. A number of brief prayers followed. The first session met from nine to twelve and the second from two to five.

Mr. Roberts opened the session on Monday afternoon with prayer, Miss Morton prayed at the opening of Tuesday morning's session, and Mr. Hanson led in prayer at the opening of Tuesday afternoon's session.

MINUTES.

Upon the request of the President, it was

1. Voted: That Dr. Bowen act as Chairman for the session.
2. Voted: That Mr. Loos act as Secretary.
3. Voted: That the Chairman appoint a Nominating Committee. Miss Morton, Mrs. Sarvis and Miss Kelly were named by the Chairman.
4. Voted: That all co-opted members present be given all rights and privileges of regular members of the Board of Control.

5. Voted: That the Secretary be asked to invite faculty members to attend any or all parts of the Board meeting.

The Acting-President's report of the year 1924—1925 was discussed and parts read, copies having been previously placed in the hands of the Board members.

6. Voted: That the above report be adopted with a note of appreciation to Miss Vautrin for her splendid work and clear report.

The President gave a report of her furlough activities including a report of her conferences with the Ginling College Committee, and discussed the candidate and finance situations in various aspects of these two major problems connected with the work in America.

Minutes of the two meetings of the Executive Committee since the last meeting of the Board of Control were read, and it was:

7. Voted: That the minutes of the June 4th and October 1st, Executive Committee meetings should be approved as read, individual items in said minutes to be acted upon under their proper headings in the Docket.

8. Voted: That the President be asked to prepare a ten-year report either for publication or for presentation to the Board of Control and the Ginling College Committee as she deems the wiser.

I. Ginling College Committee.

Those items in the minutes of the Ginling College Committee were read which applied to the work of the College in Nanking. The following actions resulted:

9. Voted: That the Board of Control, while expressing sincere gratitude to the Trustees of the University of Nanking for their assistance in our early years in allowing our incorporation under their Board, now feels that the time has come when a separate incorporation would better meet our needs, and therefore approves of the Ginling College Committee's proceeding with negotiations for a separate incorporation.

10. Voted: That the Board of Control express its approval of the agreement between Ginling College and the Y. W. C. A. as set forth in the memorandum of July 1925, signed by Miss Bender and Miss Lyon, covering the amalgamation of the Normal School of Physical Education and Ginling College; with the note that on account of the difficulty of accurately determining the cost of any given department (see 1.d below), the National Committee of the Y. W. C. A. is prepared to pay Ginling for five years, \$5,000.00 Mex. annually toward the operating cost of the Physical Education Department. The agreement follows:

"1. That the experiment of offering a major in Physical Education at Ginling College be tried during the five year period from the September 1925 to June 1930, and that during this period the arrangements be as follows:—

- a. That the administrative responsibility for the Normal Physical Training Work be transferred from the National Committee of the Y. W. C. A. of China to Ginling College beginning September 1925; that through its Physical Education Committee the National Committee of the Y. W. C. A. of China be in frequent consultation concerning the major in Physical Education in order that the work may be of a type to meet the particular need they feel in the development of Physical Education in China.
- b. That the National Committee of the Y. W. C. A. of China be responsible for the promotion of interest in this major outside the college, in the following ways:
 1. By encouraging properly prepared students to enter Ginling in order to take this training.
 2. By educating schools to make the most effective use of the graduates of this course.
- c. That during the five year period the department offer at least once, and preferably twice, a short course for teachers of recreation and elementary hygiene, the length, date and curriculum of the course to be decided later by Ginling College and the National Committee of the Y. W. C. A. in China in consultation. It should be understood (1) that this course will be for a carefully selected group of government and mission school teachers who cannot afford the time or money to take the full four year course, or whose English is inadequate for college work; (2) that it be in the nature of a special or extension course and shall not introduce into the college any regular courses that are below the accepted academic grade; (3) that the cost be within the authorized budget.

- d. That for the year beginning September 1925 the National Committee of the Y. W. C. A. of China pay \$5,000 Mex. toward the cost of the faculty and overhead expense of this major and any short course that may be offered; that during the year 1925-26 Ginling College present to the National Committee of the Y. W. C. A. of China a budget based on the actual cost of this major and any short course that may be offered, upon which the National Committee shall base the amount of their contribution for the year 1925-1926 toward the cost of both the faculty and overhead expense of this major and any special course that may be offered, and in a similar manner Ginling College shall annually present a budget to the National Committee of the Y. W. C. A. of China for the remaining years of the experiment period, upon which it shall base its appropriations for the ensuing year.
 - e. That the National Committee of the Y. W. C. A. of China be represented on the Ginling College Board of Control.
 - f. That in four years time from September 1925, or at any time previous to that when experience seems to warrant it, the National Committee of the Y. W. C. A. of China and the Board of Control of Ginling College shall consider their future respective responsibility for this type of physical education and shall outline the best possible arrangement for the future training of physical educators in China, this outline to be reported to the National Board of the Y. W. C. A. and the Ginling College Committee not later than November 1, 1929.
2. That the period of experiment as outlined above is approved by the Ginling College Committee and the National Board of the Y. W. C. A. with the understanding that, if at the end of the period it is decided that the major in Physical Education shall become a permanent department of Ginling College, the National Board of the Y. W. C. A. shall make a contribution to the capital fund of the college, the amount to be agreed upon at the time such decision is made. The preliminary correspondence and conferences of 1924-1925 have named \$10,000 Gold as the tentative amount of this contribution to the capital fund, but since the period of experiment may continue as long as five years, it is deemed wise not to attempt to set a definite figure at this time.

That the valuation of any equipment that may be transferred from the Y. W. C. A. to Ginling College shall be made by a neutral or joint committee of appraisers during the year 1925-1926, and in case the Physical Education major becomes a permanent department of the college, the amount represented shall be credited to the contribution of the Y. W. C. A. to the capital fund of the college; in case the Phy-

sical Education major does not become a permanent department of the college, the equipment shall be returned to the Y. W. C. A.

(Signed) ELIZABETH R. BENDER,

On behalf of the Ginling College Committee.

(Signed) SARAH S. LYON,

On behalf of the National Board of the Young Women's Christian Association.

July, 1925.

11. Voted: That we appoint a committee to appraise the Y. W. C. A. property at Ginling. Miss Mayhew, Miss Case and Mr. Kelsey were appointed.

12. Voted: That we represent to the Ginling College Committee the necessity of the college authorities on the field having power to engage teachers, Chinese or foreign, subject to the limitations of the approved budget.

13. Voted: That we recommend to the Ginling College Committee in accordance with action No. 22 of the November 1924 minutes of the Board of Control, that they adopt the policy of some one of the cooperating Mission Boards as the standard basis for allowances, retiring pensions, etc., of appointees of the Ginling College Committee except in those matters in which the College already has a definite policy.

14. Voted: That we recommend to the Ginling College Committee that the President spend some six months in the United States every three or four years in order to establish and keep alive vital contacts between the College and its supporters.

II. Treasurer's Report 1924-1925.

The report of the Acting-Treasurer was read and discussed. Later it was

15. Voted: That we accept the report as printed below in pages 16-25 of these minutes, the various statements having been duly audited by Mr. Owen, Treasurer of the University of Nanking.

In regard to our 1925-1926 Current Expense Budget, the following action of the Executive Committee (October 1, 1925) was pointed out:—

"Voted: That we recommend that the Ginling College Committee approve our present budget of Mex. \$75,479 (which has been reduced from \$84,725 since June 4th) on a basis of Mex. \$72,230 now assured receipts, plus some additional Mex. \$8,000 in gifts now practically assured; which would leave a balance of Mex. \$4,751, all of which would be applied toward liquidating our present deficit unless unforeseen emergencies arise."

The revised current expense budget for 1925-1926 was presented after which it was

16. Voted: That we approve the budget as revised on September 30th, 1925.

The tentative current expense budget for 1926-27 (see pages 26-28 of these minutes) was presented and discussed, after which it was

17. Voted: That we approve the above mentioned tentative budget subject to revision during the current fiscal year.

The Permanent Equipment Budget for 1925-1926 was considered apart from the land and building extension program, after which it was

18. Voted: That we approve of the Permanent Equipment Budget for 1925-1926 totalling \$8,805 Mex., said amount to be expended from the Permanent Equipment Funds in New York.

The Permanent Equipment Budget for 1926-27 was considered and it was

19. Voted: That we approve said budget totalling \$7,550 Mex., subject to later revision.

III. Land and Buildings.

The question of Campus Extension, Limit and Improvement was discussed, and the following actions resulted:

20. Voted: That we ask the Ginling College Committee to release \$10,000 Mex. for the purchase of four pieces of

land described on the land map as E, F, C, and B, these pieces to be purchased as they become available but preferably in the above mentioned order.

21. Voted: That two members of the faculty be appointed on a Campus Planning Committee to serve with a Committee of the Board of Control.

The following Land and Building Program was outlined and discussed:

	Mex.
Land (4 pieces to straighten campus boundaries)	\$10,000.00
Buildings:	Mex.
Faculty Residences	\$80,000
Library and Administration	75,000
Chapel and Music	75,000
Infirmary	5,000
North Kitchen and Dining rooms	6,000
Coal Storage Building	1,000
Laundry	1,000
Practice School-temporary	1,000
Lighting (New Unit) }	30,000
New Well }	
Contingent for exchange }	274,000.00
	Total Mex. \$284,000.00

Exchanged at 1.75, this equals approximately Gold \$162,300.00.

22. Voted: That we approve the above total as a rough estimate for the cost of the Land and Building Program pending more definite estimates which will be made when authorization for the Program as a whole is obtained; and that we ask the Ginling College Committee to make these funds available as soon as the Board of Control deems it wise to proceed with building operations.

With regard to the time and order of building, it was hoped by the Board of Control that nothing would prevent starting operations in the spring of 1926, and it was the consensus of opinion that the entire group of major buildings in the proposed building program should be erected at the same time in order to warrant the cost of expert supervision.

23. Voted: That we ask the Secretary to write to the Ginling College Committee explaining that we are endeavoring to avoid the difficulties of exchange fluctuation by estimating the cost of land and building expenditures in Mexican; but that we cannot be certain that prices will be stable with a fluctuating exchange. Further that the Finance Committee will be charged with the responsibility for contracts and such obligations.

A discussion of the type of building desirable for housing the faculty resulted in the following action.

24. Voted: That we ask the Faculty and Members of the Board of Control to put themselves again on record in writing, as to the type of Faculty Residence they would individually prefer.

25. Voted: That the Faculty Advisory Committee be authorized to place memorial tablets as they are received from the donors.

IV. Faculty 1926-27.

As a basis for consideration of the salary budget, Miss Treudley presented the following outline of staff needs for the next two years.

FACULTY ASKINGS

Administration

President.
Dean and Registrar.
Business Manager and Treasurer.
*Secretary to President, Dean and Chairman of Entrance Committee.
Assistant Registrar (English-speaking Chinese).
Assistant Business Manager (English-speaking Chinese).
Doctor.
Nurse.
Director of Student Residences.
Faculty Hostess.

Teaching Faculty

Biology	1926-1927.	Two full-time persons.
	1927-1928.	Three full-time persons.
Chemistry	1926-1927.	One full-time person. One full-time assistant. Provision for one course.
Chinese	1926-1927.	Three full-time persons.
*Education and Psychology	1926-1927.	Two full-time persons. One half-time person. One furlough.
†English	1926-1927.	Three full-time persons.
	1927-1928.	Four full-time persons.
History	1926-1927.	Two full-time persons.
*Mathematics and Physics	1926-1927.	Three full-time persons.
*Music	1926-1927.	One full-time person. One half-time assistant. One furlough.
	1927-1928.	Two full-time persons.
Religion	1926-1927.	One full-time person. Provision for one course.
	1927-1928.	Two full-time persons.
Sociology	1926-1927.	One language study.
†Physical Education	1926-1927.	Three full-time persons. One furlough. One half-time person.
* ‡Library	1925-1926.	One full-time person.
	1926-1927.	One full-time person.

*One appointment—foreign.

†Two appointment—foreign.

‡Librarian urgently needed at once.

The question of furloughs was considered and it was

26. Voted: That we approve Miss Case's furlough for 1926-1927, but that we would greatly appreciate her staying

at Ginling one more year if possible. She is unanimously invited to return after furlough.

27. Voted: That we approve the furloughs of Miss Grabill and Miss Hanawalt for 1926-27 and that we unanimously invite them to return.

28. Voted: That if provision can be made for the work in Chinese, Miss Hoh be granted leave for 1926-27, but that if such provision cannot be made, she be asked to defer her leave for one more year.

29. Voted: That Miss Treudley be granted leave for language study in 1926-27, with the understanding that she expects to return to Ginling for teaching in 1927-28, making her term five years.

30. Voted: That we accept with regret Miss Wood's resignation at the end of the present year, at the same time expressing our appreciation of her splendid work in the College during her three years of service.

31. Voted: That in the future the return of members of the faculty after furlough shall be determined as follows: The individual opinions of the voting members of the faculty shall be secured and considered by the Executive Committee of the Board of Control, who shall make recommendations to the Board of Control on those whom they consider it wise to invite to return; and that such invitation be extended not later than May first, preceding the furlough.

There followed a discussion of the faculty vacancies to be filled for 1926-27, and it was

32. Voted: That the members of the Board of Control wish to express their very strong and sincere desire that Miss Vautrin will return to the faculty. In the present stage of the College development we hardly see how we can go on without her. In order that on our part everything may be done to make this possible, we are asking that the Executive Committee make special arrangements with Miss Vautrin in regard to her work and her housing upon her return.

33. Voted: That we ask the faculty to make provision for the work of the Dean for 1926-27 without reference to Miss Vautrin's return.

34. Voted: That in view of her invaluable services to Ginling we urge Miss Butler to reconsider her resignation.

35. Voted: That we ask the Ginling College Committee for the appointment of Miss Catherine Sutherland to join our staff for the music department beginning 1926-1927.

36. Voted: That we grant Miss Vautrin sufficient freedom in planning for the work in Education and Psychology as to permit her to secure in cooperation with the Ginling College Committee a person who could enter the January 1926 class in Language School if Miss Vautrin deems this advisable. The program for this department must include some kind of provision for the Practice School for the year 1926-1927.

37. Voted: That we appoint as full voting members of the faculty Miss Hoh, Miss Liu, Miss Loh, Miss Treudley, Mrs. Tsen, Miss Zia and Mr. Loos.

Record should be made of the following actions of the Executive Committee (June 4):

"Voted: That we approve of making the arrangement of securing Miss Darrow for Psychology for 1925-26 and of exchanging part of her time in Psychology for the equivalent in Education from some member of the faculty of the University of Nanking.

Voted: That the science departments of Ginling cooperate with the science departments of the University of Nanking for at least the year 1925-26, with a view to a permanent plan.

Voted: That we approve in general the plans submitted by the Advisory Committee of Ginling and the representatives of the University of Nanking with regard to science faculty and budget for 1925-26, the details to be worked out later."

V. Financial Problems.

The budget having been previously considered, the discussion followed the lines of ways to increase our current income.

Attention was called to the action of the Executive Committee (October 1, 1925) recommending that the Board of Control write a letter to all the cooperating Missions, asking for the endorsement of our program and additional support such as the entire financial responsibility for a member of the Ginling Faculty.

38. Voted: That the following resolution be adopted:

"We feel the need that Ginling, with the special appeal it would make to people outside the regular missionary organizations in the churches, should be effectively presented to such constituencies as college clubs, university associations, women's clubs, and the American Association of University Women; and that very definite openings for speaking should be made for members of the Ginling College faculty on furlough; that with Miss Vautrin located for the year in Chicago, it is very desirable to arrange for the most effective use of her time in speaking, both for presenting Ginling and for interpreting China."

VI. Election of Executive Committee and other officers.

The Nominating Committee presented the following names for the Executive Committee: Miss Bao Dji-lih, Dr. Bowen, Miss Dresser, Mr. Hanson (Mrs. Thomson, Alternate), Miss Pyle (Dr. Jones, alternate if elected to the Board of Control), and Mrs. Sarvis (Mr. Marx, alternate.)

39. Voted: That this nomination be made an election.

40. Voted: That Mr. Marx be secretary of the Board of Control as soon as he returns from furlough.

41. Voted: That Mr. Loos be elected Treasurer of the College.

VII. Miscellaneous.

42. Voted: That we inform the Advisory Committee of the Faculty that it is impossible for us to grant faculty repre-

sentation on the Board of Control under the existing constitution, and that it is the feeling of the Board of Control that such representation is both unusual and inadvisable.

The following action of the Executive Committee (June 4) should be recorded:

"Voted: That Mr. Hanson with Miss Pyle as alternate, be the Executive Committee representative on the Advisory Council of the East China Christian Colleges and Universities."

43. Voted: That the Board of Control appoint a committee to prepare and present plans for a Practice School under the auspices of the College, said school to provide the necessary practice teaching in Higher Middle School classes, for the students in the department of Education.

The above action superseded the action of the Executive Committee (June 4) which read:

"Voted: (a) That we urge the Boards of Control of the main girls' middle schools in Nanking that they seriously consider the possibility of a union senior middle school for girls to be worked out with Ginling as a cooperating unit, the understanding being that this middle school should be entirely separate from existing plants; (b) That we ask the Education Faculty of Ginling to take up the question immediately."

44. Voted: That a vote of thanks be extended to the College for the entertainment they have given us.

45. Voted: That the following resolution be adopted: "The members of the Board of Control wish to express their sincere appreciation and deep gratitude for the generous love gift of the Alumnae of the College on its Tenth Anniversary. It heartens us and we know it will be a cause for great rejoicing among our supporters in America to know that they are now joined by Ginling's own daughters for the extension of the blessing of the College to China's young womanhood.

46. Voted: That these minutes be approved as read in the closing session of this meeting.

The meeting was adjourned at 6.30 p.m., Tuesday with prayer by Miss White.

GINLING COLLEGE
TREASURER'S REPORT
For Year Ended June 30th, 1925

Nanking, China.
November 2, 1925.

To the Board of Control:—

The Acting-Treasurer herewith submits a report of the financial condition of the college for the year ended June 30, 1925.

(Signed) GEORGE W. LOOS, Jr.

This statement has been audited and found correct according to the books which I am now in process of auditing.

(Signed) L. J. OWEN,
Treasurer, University of Nanking.

The current operations of the College for the year resulted in a net deficit of Mex. \$6,432.80. This deficit may be almost entirely accounted for by the single item of travel to and from the United States, said item having been budgetted for the year at Mex. \$1,500 whereas the actual expenditures in this account amounted to \$7,109.65 exclusive of the travel for Dr. Merrow which has been charged this year under the head of Administration as an emergency grant. If we included travel for Dr. Merrow, that item would show a total expenditure of \$7,999.65, or \$6,499.65 more than the budgetted amount for travel. We may therefore say that, aside from travel which was so unexpectedly overexpended, the College operated for the year without any deficit, or to be more exact, with a credit balance of Mex. \$66.85.

Adding this year's deficit to the total deficit as of June 30th, 1924, we have \$6,776.53 plus \$6,432.80, or \$13,209.33 as the accumulated deficit in our current account. By action of the Executive Committee of the Board of Control, we have notified our New York Treasurer that we on the Field intend definitely to avoid future deficits, and to liquidate the present deficit within three years. This will be done by budgetting

each year for three years a contingent fund amounting to one third of the present total deficit.

Boarding Department

Considerable credit is due to the Director of Student Residences, for in spite of greatly increased cost of food and supplies, the Boarding department operated within its income.

Maintenance

It should be noted that the cost of maintenance in the new buildings is practically the same as before the college removed to its present site.

Administration and Instruction

In a growing institution of learning it is inevitable that the costs of administration and instruction should show an increase in proportion to the growth and expansion of the College. In order to keep the College on a sound financial basis, therefore, it is imperative that definite steps be taken to increase our annual current income.

Gifts

Gifts received by the College during the year for Scholarships and current expenses totalled Mex. \$8,022.62. Acknowledgement has been made to the donors, and the appreciation of the College is hereby publicly expressed for these welcome donations, which saved us from a considerably larger deficit than we now have to report.

Statistics

The following tables show in detail the actual receipts and expenditures of the College as whole for the year July 1st, 1924 to June 30th, 1925 inclusive.

Respectfully submitted,

GEORGE W. LOOS, Jr.
Acting Treasurer.

BALANCE SHEET

Summary of all Accounts

I. Current Expense Account:

Receipts.	Mex.	Expenditures	Mex.
From Students ..	\$20,945.90	Administration ..	\$13,300.07
All other sources ..	39,219.70	Instruction ..	40,064.63
		Maintenance ..	5,075.86
		Dormitories ..	8,157.84
Total Receipts ..	60,165.60		
Deficit 1924-25 ..	6,432.80		
Total Receipts	Mex. \$66,598.40	Total Expenditures	\$66,598.40

II. Permanent Equipment Account:

Receipts.	Mex.	Expenditures	Mex.
Balance from 1924 ..	\$ 7,679.38	Transfer to Tls. account	\$ 5,725.17
Received from N.Y. Treas. ..	23,090.29	Land and Improvement	7,104.04
		Buildings ..	3,713.35
		Office Equipment ..	34.95
		Biology Equipment ..	10.00
		Physics and Chemistry	528.38
		Library Books ..	1,723.56
		Music Equipment ..	347.45
		Athletic Equipment ..	317.67
		Medical Equipment ..	28.15
		Furniture—College ..	2,440.19
		Furniture—Faculty ..	264.62
		Total Expenditures ..	\$22,237.53
		Balance ..	8,532.14

Total Receipts for the year .. Mex. \$30,769.67

III. Tals Building Account:

Receipts.	Tals.	Expenditures.	Tals.
Balance from 1924 ..	4,182.29	1st. Group Bldgs. ..	3,160.27
Received from N. Y. Treas. ..	11,328.22	Dormitory D ..	8,711.03
Trans. from Mex. Account (M. 5,725.17) ..	4,247.95	Grounds and Roads ..	2,317.02
		Water System ..	1,913.91
		Electric Plant ..	1,228.31
		Miscellaneous ..	5,160.31
Total Receipts ..	19,758.46		
Overdraft Sept. 10, '25	2,732.39		
Total ..	\$22,490.85	Total Expenditures	\$22,490.85

IV. Gold Buildings Account:

Receipts.	Gold.	Expenditures.	Gold.
Balance from 1924 U.S. \$	564.58	To T account ..	7,500.00
From N. Y. Treas. ..	20,000.00	To Mex. Bldg. Account	12,500.00
Total Receipts	U.S. \$20,564.58	Total Expenditures, U.S.	\$20,564.58

CURRENT EXPENSE ACCOUNT 1924-1925

RECEIPTS.

Ginling Col. Com. (Net drafts) ..	\$16,059.50
Payments in U. S. (Gin. Com.) ..	8,295.10
China Medical Board ..	2,390.77
Gifts as listed below ..	8,022.62
London Mission (Salary E. D. S.) ..	1,500.00
Medical Fees (Outside College) ..	363.00
Gift for a Clinic ..	88.71
Y. W. C. A. (National Com.) ..	2,500.00
	\$39,219.70

From Students:

Tuitions (Regular Students) ..	8,449.50
Tuitions (Y. W. C. A. Normal) ..	1,120.00
Board @ 60. per student ..	8,231.90

Fees:

Biology ..	232.00
Chemistry ..	300.00
Physics ..	32.00
Music ..	765.00
Medical ..	662.50
Graduation ..	105.00
Practice School @ \$80.00 ..	830.00
Entrance ..	218.00
	\$20,945.90

Total Receipts .. \$60,165.60
Deficit for year 1924-25 .. 6,432.80
\$66,598.40

GIFTS

	U. S. Gold.	Exchanged into Mex.
I. F. Wood ..	100.00	\$ 177.25
Anonymous ..	25.00	45.21
Portland Smith Club ..	10.00	17.20
Mrs. Arthur C. James ..	1,000.00	1,720.30
Through Miss Chester ..	182.00	313.10
Hartford Smith Club ..	17.50	30.10
Worcester Holyoke Alumnae ..	30.00	51.61
Elizabeth Stone ..	5.00	8.60
Worcester Holyoke Group ..	10.00	17.20
H. Richards ..	100.00	172.02
S. W. Baldwin ..	100.00	172.02
Smith Alumnae ..	822.25	1,430.81
Smith Community Chest ..	1,000.00	1,773.29
Protestant Episcopal Church (Deficit) ..	112.83	200.08
Plainfield Church (Crescent. Ave.) ..	1,000.00	1,800.00
Methodist Episcopal Scholarship ..	50.00	93.83

Total .. Gold \$4,564.58 M. \$8,022.62

SUMMARY

Expenditures:

Administration	\$13,300.07	
Instruction	40,064.63	
Maintenance	5,075.86	
Boarding Department	8,157.84	
		\$66,598.40
Net Deficit June 30th, 1924	6,776.53	
Deficit 1924-1925	6,432.80	
Total Deficit June 30, 1925	\$13,209.33	
*Statement of June 30, 1924 shows deficit of ..	\$7,035.59	
Received since that date against 1924 deficit ..	net 259.06	
Actual Deficit June 30, 1924	\$6,776.53	

Expenditures:

I. Administration.

Salaries:	\$5,865.21
Chinese Secretary	360.00
Office Assistants	821.39
*Physician Salary and Travel	2,390.00

\$9,436.60

Administration Expenses:

Postage and Stationery	519.32
Telegrams and Cables	241.86
General Office Expense	161.45
Travel:	
President (Furlough)	8.15
Board of Control	212.64
Faculty	135.25
Educational Fees	430.50
Publicity	598.72
Printing	303.94
Commencement and Founders' Day	235.54
Hospitality	37.39
Medical Attendance	603.33
Entrance Tests	161.26
Interest and Exchange	214.12

3,863.47

\$13,300.07

*Emergency grant of one extra physician.

II. Instruction.

Salaries:

Biology	1,644.75
Chemistry	3,080.10
Chinese	3,025.00
Education and Psychology	3,000.00
English	2,793.00
History	1,500.00
Music	1,860.00
Physics	1,312.45
Mathematics and Librarian	1,500.00
Physician	1,500.00
Physical Education	1,500.00
Y. W. C. A. School	
Including Expenses	2,569.57
Religion	1,685.00
Sociology	1,500.00
Faculty Hostess	450.50
Travel U. S. A.	7,109.65
Language Study	660.96

\$36,690.98

Departmental Expenses:

Biology	49.67
Chemistry	450.04
Physics	47.93
Chinese	151.30
Library Assistants	268.55
Library Miscellaneous Expenses	44.86
Library Periodicals	583.86
Music	52.81
Physical Education	362.62
Practice School	1,362.01

\$3,373.65

Total Instruction

\$40,064.63

III. Maintenance:

Upkeep of Buildings	448.90
Rent	9.50
Janitor Service (inc. food)	1,569.82
Heat (School only)	1,262.31
Light and Water (one half)	922.69
Gas Plant	240.42
Care of Grounds	481.43
Miscellaneous Expense	140.79

\$5,075.86

IV. Boarding Department:

Superintendence	760.00
Food and Kitchen expense	3,822.38
Heat (dormitories)	1,092.10
Light and Water (one half)	922.69
Wages	1,004.45
House Supplies	484.13
Incidentals	72.09

\$8,157.84

Total Current Expenditures

\$66,598.40

SPECIAL FUNDS ACCOUNT

	<i>Debit.</i>	<i>Credit.</i>
Bookroom Balance	\$1,746.66	
Suspense Account		\$245.26
Laundry		41.00
Student Deposits		555.66
Student Loan Fund		149.31
Scholarship Fund		19.84
College Organizations		827.19
Physical Training Loan Fund		299.20
Credit Balance of Balances (net)	390.80	
	Mex. \$2,137.46	\$2,137.46

PERMANENT EQUIPMENT ACCOUNT (Mexican)

	<i>Expenditures.</i>	<i>Receipts.</i>
Balance from 1924		7,679.38
Received from N. Y. Treasurer		23,090.29
Transfer to Tls. account	5,725.17	
Campus Improvement	3,098.53	
Land	4,005.51	
Buildings	3,713.35	
Office Equipment	34.95	
Biology Equipment	10.00	
Physics and Chemistry Equipment	528.38	
Library Books	1,723.56	
Music Equipment	347.45	
Athletic Equipment	317.67	
Medical Equipment	28.15	
Furniture—College	2,440.19	
Furniture—Faculty	264.62	
Total Expenditures	Mex. \$22,237.53	
Balance		8,532.14
Total Mexican	\$30,769.67	\$30,769.67

Balance of Balances (Mexican)

	<i>Debit.</i>	<i>Credit.</i>
Permanent Equipment Fund		\$8,532.14
Special Funds Net Balance		390.80
Net Debit Balance all accounts		4,286.39
Current Expense Deficit	\$13,209.33	
Total Mexican	\$13,209.33	\$13,209.33

SUMMARY OR BALANCE SHEET

<i>Assets:</i>		<i>Liabilities:</i>	
Cash on hand \$	471.54	Special Funds (p. 6.)	\$2,137.46
Bookroom Inventory	1,746.66	Perm. Equip. Bal.	8,532.14
		S. C. Bank Overdraft	2,130.93
		H. & S. Bank Overdraft	2,627.00
Total Deficit	\$2,218.20		
	13,209.33		
Total Mexican	\$15,427.53	Total Mexican	\$15,427.53

BUILDING FUNDS STATEMENT

July 1, 1921 to Sept. 10, 1925

Gold Account Summary

Receipts in total to date	U.S. \$423,904.64
<i>Expenditures in total to date:</i>	
To Building Account Tails	U.S. \$355,107.74
To Building Account Gold	13,680.00
To Building Account Mexican	55,116.90
	U.S. \$423,904.64

Tails Account Summary

<i>Receipts:</i>	<i>To date.</i>
From Gold Account	Tls. 509,796.75
Interest (This year a debit item of Tls. 46.84)	5,574.89
From Mexican Account Payments	17,373.83
Total Receipts in Tls. to date	Tls. 532,745.47
Bank Overdraft September 10, 1925	2,732.39
	Total Tls. 535,477.86
<i>Expenditures:</i>	
Buildings (including net cost of interest)	Tls. 385,887.61
Insurance	1,831.25
Architects and Superintendence	31,928.92
Dormitory B.	44,431.88
Grounds and Roads	24,887.61
Water System	11,427.24
Electric Plant	10,699.08
Miscellaneous (Itemized on Page 27)	17,764.39
	Tls. 528,857.98
Permanent Equipment Account	6,377.16
Permanent Equipment Tls. checks	242.72
Total Expenditures Tails account to date	Tls. 535,477.86

** COST OF LAND, BUILDINGS AND EQUIPMENT September 10, 1925

	<i>Total Gold.</i>
Land and Improvements	44,565.24
Buildings	383,224.68
Furnitures	12,584.65
Apparatus (Inc. Music)	12,079.63
Library Books	5,733.96
Museum	327.00
	G. 458,515.16

** This year's expenditures calculated at exchange of .55 Gold for \$1.00 Mex.

ITEMIZED BUILDING FUND STATEMENT (Tael)

September 10, 1925

<i>Expenditures.</i>	<i>To date.</i>	
Buildings:		
Ah Hong	344,120.67	
Asia Engineering Corporation	15,631.51	
Wiring and Fixtures	9,351.76	
American Trading Co.	13,500.00	
Misc. and Hardware	1,741.25	
Screens	828.92	
Mex. Payment \$1,000	713.50	
	<u>385,887.61</u>	
Insurance	1,831.25	
Architects and Superintendence	31,928.92	
Dormitory D.	44,431.88	
Electric Plant	10,699.08	
	<u>88,891.13</u>	
Grounds and Roads:		
Fence	1,140.74	
Grading	12,771.35	
Drainage	3,253.04	
Public Road	3,861.17	
Campus Roads	3,861.31	
	<u>24,887.61</u>	
Water System	11,427.24	
	<u>11,427.24</u>	
Miscellaneous Items:		
School Kitchen and Laundry	2,178.84	
Gate Houses	4,260.51	
Covered Ways	5,467.52	
Gas Plant	4,574.22	
Permanent Equipment Biology	296.67	
Land	277.41	
Incidentals	709.22	
	<u>17,764.39</u>	
Total Tael	528,857.98	
Mexican Account Tael to date	8,009.04	
Total Tael to date	<u>Tls. 536,867.02</u>	

BUILDING FUND STATEMENT ITEMIZED,

September 10, 1925

Expenditures in Tael from Mex. Account @ .72.

	<i>Total.</i>
Architects and Superintendence	2,408.65
Grounds and Roads	936.35
Water System	109.96
Miscellaneous*	1,814.25
Plumbing	300.81
Electric Plant	19.42
Moving Expenses	153.29
Dormitory D.	1,906.31
Gas Plant	360.00
	<u>Tls. 8,009.04</u>

*Including Mex. Payments on Screens and Gatehouses, etc.

TRIAL BALANCE (Tael Account)

September 10, 1925

	<i>Debit Tael.</i>	<i>Credit Tael.</i>
Bank Overdraft		2,732.39
Buildings Account Tael	19,758.48	19,758.46
Dormitory D.	8,711.03	
Grounds and Roads	2,317.02	
Water System	1,913.91	
Electric Plant	1,228.31	
Miscellaneous	5,160.31	
Total Tael	<u>Tls. 22,490.85</u>	<u>Tls. 22,490.85</u>

EQUIVALENT IN GOLD OF ALL BUILDING FUND PAYMENTS TO DATE

Paid in China (Gold)	13,680.00
Paid in U. S. (Gold)	11,803.20
Tael and Mex. (Tls. 536,876.02 @ .70	375,806.91
	<u>G. 401,290.11</u>

TENTATIVE BUDGET 1926-1927

Current Expense Account

I. Administration.		<i>Mexican.</i>	
Salaries:			
President	\$1,700.00		
Dean (½)	750.00		
Registrar (½)	750.00		
Treasurer and Business Manager	3,000.00		
Secretary	1,500.00		
Faculty Hostess	1,000.00		
Chinese Secretary	400.00		
Director of Student Residences	800.00		
Librarian	1,500.00		
Travel (3 persons)	3,000.00		
			\$14,400.00
Chinese Assistants:			
Library	300.00		
Registrar and Dean's Office ..	750.00		
Treasurer's Office	420.00		
Typists	200.00		
Student Aid	100.00		
			\$1,770.00
			\$16,170.00
Administration Expenses:			
Postage and Stationery	550.00		
Telegrams and Cables	250.00		
General Office Expense	200.00		
Travel—President	150.00		
Board of Control	275.00		
Faculty	200.00		
Educational Fees	500.00		
College Magazine	100.00		
Publicity and Printing	600.00		
Commencement and Founders' Day	400.00		
Hospitality	100.00		
Medical Attendance	650.00		
Entrance Tests	175.00		
Interest and Exchange	100.00		
House Rent (Treasurer)	600.00		
			\$4,850.00
			Total \$21,020.00
II. Instruction.			
Salaries.			
Biology (2)	3,000.00		
Chemistry (2)	3,000.00		
Chinese (3)	4,060.00		
Education and Psychology (5)	6,150.00		
English (3)	4,500.00		
History (2)	2,600.00		
Mathematics and Physics (3)	3,700.00		
Music (2½)	3,800.00		
Physical Education (4½)	6,050.00		
Physician and Nurse (1½)	1,980.00		
Religion (1 1/3)	2,000.00		
Sociology (1)	1,500.00		
Travel (6½)	6,500.00		
Language Study	1,400.00		
			\$50,240.00

Departmental Expense:

Biology	150.00	
Chemistry	500.00	
Gas Plant	500.00	
Chinese Department	200.00	
Education and Psychology	150.00	
Practice School	1,400.00	
English	50.00	
History	50.00	
Lectures	50.00	
Mathematics	50.00	
Music	125.00	
Physical Education	200.00	
Religion	75.00	
Physics	100.00	
Sociology	25.00	
Periodicals—Library	475.00	
		\$4,100.00
	Total	\$54,340.00
III. Maintenance.		
Upkeep of Buildings	400.00	
Servants' Wages (School)	1,000.00	
Servants' Food	600.00	
Heat (School only)	1,000.00	
Light and Water (½)	900.00	
Care of Grounds	600.00	
Janitors' Supplies and Miscellaneous	200.00	
	Total	\$4,700.00
		\$4,700.00
IV. Boarding Department.		
Food and Cooks	5,500.00	
Kitchen Fuel	500.00	
Heat (Dormitories)	1,000.00	
Light and Water (½)	900.00	
Dormitory Wages	1,200.00	
House Supplies and Incidentals	600.00	
	Total	\$9,700.00
		\$9,700.00

SUMMARY OF EXPENDITURES

Administration	\$21,020.00
Instruction	54,340.00
Maintenance	4,700.00
Boarding Department	9,700.00
Total Expenditures	\$89,760.00

RECEIPTS

			Mexican.	
<i>Cooperating Boards.</i>				
Presbyterian—P. N.	..	..	\$7,500.00	
Methodist—W. F. M. S.	..	..	7,500.00	
Methodist—South	..	..	7,800.00	
Baptist—W. A. B. F. M. S.	..	..	3,000.00	
Disciples—U. C. M. S.	..	..	3,000.00	
Reformed	..	..	1,500.00	
Total ..	..	..	\$30,300.00	\$30,300.00
Smith Students	..	..	8,000.00	
London Mission (Salary E. D. S.)	..	..	1,500.00	
American Church Mission	..	..	2,000.00	
Y. W. C. A.	..	..	5,000.00	
China Medical Board	..	..	4,000.00	
Smith Alumnae	..	..	4,000.00	
				\$24,500.00
Maintenance Fund	..	..	300.00	\$300.00
<i>Expected Gifts:</i>				
Crescent Ave. Church, Plainfield	..	..	\$2,000.00	
Mrs. A. C. James	..	..	4,000.00	
Mrs. L. K. E.	..	..	2,000.00	
Mr. E. S. H.	..	..	2,000.00	
Miscellaneous Gifts	..	..	1,000.00	
				\$11,000.00
Total Outside Receipts	..	..		\$66,100.00
<i>Field Receipts:</i>				
Tuitions 145 @ 75	..	..	\$10,875.00	
Board & Room 145 @ 65	..	..	9,425.00	
Fees:				
Biology	..	..	400.00	
Chemistry	..	..	500.00	
Physics	..	..	300.00	
Music	..	..	1,000.00	
Medical	..	..	700.00	
Graduation	..	..	240.00	
Practice School 16 @ 84	..	..	1,344.00	
Entrance Tests	..	..	230.00	
				\$25,014.00
Alumnae Fund	..	..	200.00	
				\$200.00
Receipts Total	..	..		\$91,314.00
Expenditures Total	..	..		\$89,760.00
Balance toward Deficit	..	..		\$1,554.00

PERMANENT EQUIPMENT BUDGETS

	Budget 1925-26	Budget 1926-27
<i>I. Land.</i>		
Improvements ..	500.00	500.00
		500.00
<i>II. Buildings.</i>		
Miscellaneous ..	500.00	500.00
		500.00
Replacing Light Conduits ..	2,200.00	
	2,700.00	
<i>III. Permanent Equipment:</i>		
Biology ..	700.00	700.00
Chemistry ..	500.00	400.00
Library Books ..	2,155.00	2,500.00
Medical ..	100.00	100.00
Music ..	300.00	75.00
Office ..	500.00	150.00
Physical Education	500.00	225.00
Physics ..	200.00	700.00
Furniture—College	500.00	1,600.00*
Furniture—Faculty	150.00	100.00
	5,605.00	6,550.00
Total Permanent Equipment Mex.	\$8,805.00	\$7,550.00

*In case of new buildings.

GINLING COLLEGE

Student Statistics, September 1925

Total number of students enrolled in College ..			137
	Former.	New.	Total.
Students from Government Schools ..	8	4	12
Students from Mission Schools ..	63	52	115
Students from Private Schools ..	7	3	10
	78	59	137
Students by class in College:			
Freshmen ..	63	Sophomores ..	32
Juniors ..	18	Seniors ..	20
Unclassified ..	2	Specials ..	2

	Former.	New.	Total.
Non-church Members	13	14	27
Church Members:	64	46	110
Baptists, North and South	5	4	9
China Christian Church	1	2	3
China Inland Mission	0	1	1
Congregational	3	1	4
Disciples of Christ	7	2	9
Episcopalian	9	8	17
Interdenominational	1	0	1
Lutheran	0	1	1
Methodist, North and South	22	16	38
Presbyterian, North and South	16	10	26
Professing Christian—not a church member	1	0	1
Total	65	45	110

Provinces represented:

	Former.	New.	Total.
Anhui	4	1	5
Chekiang	5	4	9
Chihli	2	8	10
Fengtien	2	0	2
Fukien	8	2	10
Hunan	4	4	8
Hupeh	5	10	15
Kiangsi	5	3	8
Kiangsu	41	20	61
Kwangtung	1	4	5
Shantung	2	2	4
Total number of provinces represented..	11	9	11

Preparatory Schools represented:

	Former.	New.	Total.
Government	6	3	8
Mission	23	23	31
Private	4	1	5
Total	33	27	34

Schools represented at Ginling in September, 1925

	Former	New	Total	
Aikuo Girls' School—Shanghai	0	1	1	Gov't.
Amoy Girls' High School	1	0	1	Private.
Amoy Girls' Middle School	1	0	1	Mission
Baldwin Memorial School—Nanchang	1	3	4	Mission
Bridgman Memorial School—Shanghai	4	0	4	Mission
C. M. S. Girls' School—Foochow	1	0	1	Mission
Che. Prov. Industrial School—Hangchow	1	0	1	Private.
Chekiang Normal Girls' School—Hangchow	2	0	2	Gov't.
Chin Teh Girls' School, Changchow, Fu	1	0	1	Mission
Chow-Nan Girls' School—Changsha	2	0	2	Private.
Christian Girls' School—Nanking	10	3	13	Mission
Eliza Yates Girls' School—Shanghai	5	2	7	Mission
Fu Siang High School—Changsha	2	4	6	Mission
Hangchow Union Girls' School	1	2	3	Mission
Hwa Nang Middle School—Foochow	1	1	2	Mission
Hwei Wen Girls' School—Nanking	11	4	15	Mission
Jen Ts Girls' School—Wusih	1	2	3	Gov't.
Keen Memorial School—Tientsin	2	1	3	Mission
Ku. 1st Prov. Girls' Nor. School—Nanking	2	0	2	Gov't
Ku. 2nd Prov. Girls' Nor. School—Soochow	1	0	1	Gov't
Kwang-Yit Girls' School—Hainan Island	0	1	1	Mission
Lee Tsu Girls' School—Tungli, via Soochow	1	0	1	Private.
Lombard School for Girls—Shaowu	1	0	1	Mission
M. S. of Peking High School—Peking	1	0	1	Gov't.
Mary Farnham School—Shanghai	3	0	3	Mission
Mary St. Black Seminary—Shanghai	0	1	1	Mission
Mary Vaughan High School—Hangchow	1	0	1	Mission
McTyeire School—Shanghai	0	2	2	Mission
Ming Deh Girls' School—Nanking	4	2	6	Mission
Olivet Memorial High School—Chekiang	1	3	4	Mission
Pei Hwa Girls' School—Peking	0	2	2	Mission
Peking Higher Normal School for Girls	0	1	1	Gov't.
Peui Ying Girls' School—Chuanchow, Fu	0	1	1	Mission
Physical Training School—Shanghai	1	0	1	Mission
Riverside Academy—Ningpo	1	4	5	Mission
Rulison High School—Kiukiang	6	2	8	Mission
St. Faith's School—Peking	0	1	1	Mission
St. Hilda's School—Wuchang	1	7	8	Mission
St. Mary's School—Shanghai	1	1	2	Mission
St. Paul's School—Hongkong	0	3	3	Mission
True Light Middle School—Canton	0	2	2	Mission
Tsung Hwa Girls' School—Soochow	2	3	5	Private.
Virginia School—Huchow	3	0	3	Mission
Woo Peng School—Shanghai	1	0	1	Gov't.

Preparatory Schools represented:

	Former	New	Total different School
Government	6	3	8
Mission	23	23	31
Private	4	1	5
Total	33	27	34

GINLING COLLEGE

Faculty 1925-1926

Administration.

Mrs. Lawrence Thurston ..	President.
Minnie Vautrin ..	Dean.
George W. Loos, Jr. ..	Treasurer and Business Manager.
Martha N. Hackett, M.D. ..	College Physician.
Mrs. S. F. Tsen ..	Director of Student Residences.
Wang Shao-djang ..	Chinese Secretary.
Tsu Kwoh-chi ..	Recorder.

Instruction.

A. Beatrice Buse ..	English.
Emily I. Case ..	Physical Director.
Mary M. Cook ..	English.
Djang Chien Chin ..	Chinese.
Alice C. Darrow ..	Psychology.
Ada A. Grabill ..	Music.
Rebecca W. Griest ..	History.
Martha Hackett, M.D. ..	Physical Education.
Ella M. Hanawalt ..	Education.
Hoh Ying-ching ..	Chinese.
T. Y. Hwang ..	Mathematics.
Liu En-lan ..	Practice School.
Z. N. Loh ..	Physics.
Mrs. G. W. Loos, Jr. ..	Practice School.
Cora D. Reeves ..	Biology.
Florence Sprague ..	History.
Eva Dykes Spicer ..	Religion.
Mary B. Treudley ..	Sociology.
Wang Beh-han ..	Chinese.
Harriet Whitmer ..	Biology.
Edna F. Wood ..	English.
Grace Zia ..	Physical Education.

Lecturers and Assistants.

Mrs. L. H. Caldwell ..	Librarian.
Ernest V. Jones ..	Chemistry.
W. F. Hummel ..	Religious Education.
Z. H. Pan ..	Chemistry.
J. Claude Thomson ..	Chemistry.
Ruth Parker ..	Religious Education.
Yang Jui-tien ..	Physics.

On Furlough.

Ruth M. Chester ..	Chemistry.
Anna R. Clark ..	Mathematics.
Minnie Vautrin, Dean ..	Education.

MEMBERS OF THE BOARD OF CONTROL

	Term Expires	Mission	Address
Mr. Victor Hanson	1928		Shanghai College
Mrs. L. C. Hylbert	1926		Room 402, 23 Yuen Ming Yuen Rd., Shanghai
† Miss Dora Zimmerman	1927	Baptist North	Riverside Academy, Ningpo
* Miss Lillian Collins	1928		Luchowfu, Anhwei
* Mr. Edwin Marx	1926	Disciples of Christ	Drum Tower, Nanking
Mrs. Guy W. Sarvis	1927		Drum Tower, Nanking
Dr. A. J. Bowen	1926		Drum Tower, Nanking
† Miss Clara E. Merrill	1927	Methodist Episcopal, North	Rulison H.S., Kinkiang
Miss Laura M. White	1928		143 N. Szechuen Rd., Shanghai
Miss A. E. Bradshaw	1927		Soochow
* Miss Mary Blackford	1928	Methodist Episcopal, South	Huchow, Chekiang
† Miss Martha E. Pyle	1926		1 Edinburgh Rd., Shanghai
* Dr. O. C. Crawford	1927		Soochow
Miss Ellen E. Dresser	1926	Presbyterian, North	South City, Nanking
Miss Manuella D. Morton	1926		South Gate, Shanghai
Miss Bao Dji-ih	1927		Olivet Memorial School, Chinkiang
* Mrs. Cha Chien	1926		Gao Lou Men, Nanking
Miss Yang Ging-hsiuh	1928	Alumnae	Bridgman School, West Gate, Shanghai
* Miss Catherine M. Robertson		London Mission	70 Chaoufoong Rd., Shanghai
Miss Abby S. Mayhew	1930		18 Yuen Ming Yuen Rd., Shanghai
† Miss Jane Shaw Ward	1930	Y.W.C.A.	18 Yuen Ming Yuen Rd., Shanghai
Mrs. J. C. Thomson	1928	Smith College	Drum Tower, Nanking

ALTERNATES PRESENT 1925 MEETING

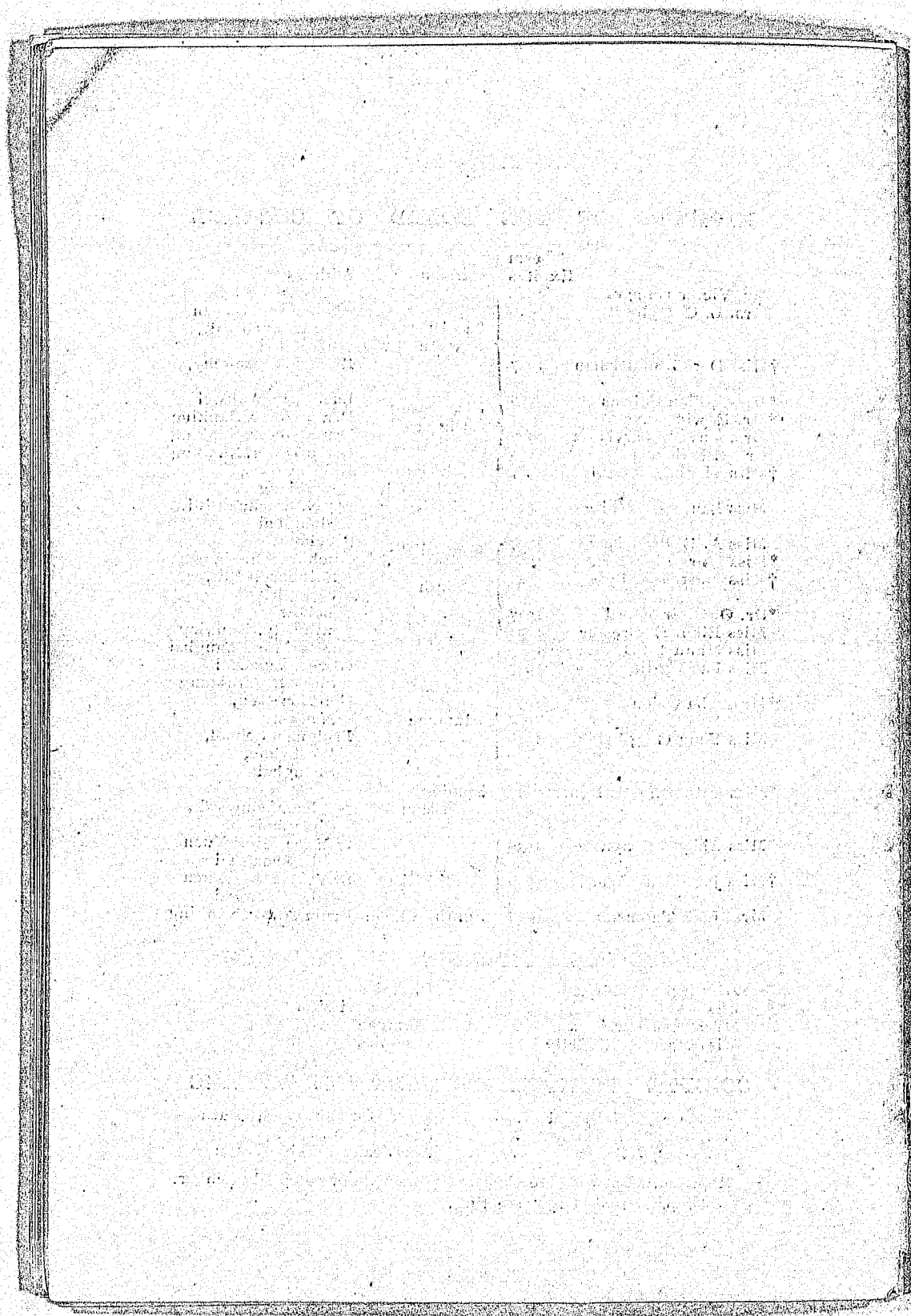
Miss Lillian Abbott	...	Disciples
Mrs. H. Bunce	...	London Mission
Miss Chen Hwei	...	Alumnae
Miss Mary F. E. Kelly	...	Disciples

CO-OPTED MEMBERS PRESENT 1925 MEETING

Dr. Mary E. McDaniel	...	Methodist Episcopal, South
Mrs. Samuel J. Mills	...	Presbyterian, North
Mr. W. P. Roberts	...	American Church Mission

* Represented at 1925 Meeting by an alternate or co-opted member.

† Not represented at 1925 Meeting.



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MRS. C. K. ROYB

Assured

MINUTES

OF THE

BOARD OF CONTROL

OF

Ginling College

November 1 and 2

1926

GINLING COLLEGE
NANKING, CHINA

**GINLING COLLEGE
BOARD OF CONTROL**

November 1 & 2, 1926

Docket

1. Devotional Exercises.
2. Election of co-opted members and nominating committees.
3. Report of the President
4. Treasurer's Report, 1925-26.
 - Financial statements, 1925-26
 - Budgets revised, 1926-27.
 - Budget, Current expense, 1927-28
 - Budget, Permanent Equipment, 1927-28.
5. Report of the Executive Committee
6. Constitution
7. Building program—Report of the Building Committee
 - Chapel and Music building
 - Library and Administration
 - Faculty Residences
 - Large House
 - Small Houses
 - Temporary provision for students, 1927-28
 - North Kitchen and Dining Halls.
8. Faculty program, 1927-28
 - Vacancies:—Librarian, Chemistry, Chinese, Education & Psychology. English, Physical Education, Physics.
9. Ginling College Committee.
 - a. Report on Candidate & Finance work.
 - b. Review of Minutes and Correspondence.
 1. Incorporation
 2. Faculty Appointments (M.B.T.)
 3. President's work in U.S.A.
 4. Executive Secretary.
 5. Joint Campaign.
10. Practice School, 1927.
11. Election of officers and Executive Committee.
12. Miscellaneous.

Minutes of The Board of Control Meeting

Ginling College

November 1 & 2, 1926

The annual meeting of the Board of Control of Ginling College was held at the college on Monday and Tuesday, November 1 and 2, 1926.

The members present were: Miss Abbott, Miss Bao Dji-lin, Dr. Bowen, Miss Bradshaw, Miss Chen Hsi-ren, Dr. Chen Yu-gwan, Miss Gauss, Mr. Hanson, Mrs. Hylbert, Dr. Jones, Mr. Marx, Miss Mayhew, Miss Merrill, Mrs. Mills, Miss Morton, Mrs. New, Miss Peterson, Mr. Roberts, Miss Robertson, Mrs. Thomson, Mrs. Thurston, Miss Tuttle, Miss Wang Chi-nyok, Miss Ward, Miss White, Miss Wu Ming-ying.

Devotional services at the beginning of the session Monday morning were led by Mr. Roberts. The Tuesday morning session was opened with a season of prayer, led by several of the members. Prayer was offered at the beginning of the Monday afternoon session by Dr. Jones and at the beginning of the Tuesday afternoon meeting by Miss Ward.

Mrs. Thurston, the president of the college, presided throughout the meeting, except for a brief period, during the discussion of the section of the new constitution (Article VII, Section 2) relating to the powers and duties of the president, when Dr. Bowen, at Mrs. Thurston's request, took the chair.

During the session Tuesday morning it was voted to invite the members of the faculty to attend any remaining sessions of the Board of Control.

Minutes

The Docket for the meeting was presented and accepted.

By a correspondence vote of the Board of Control, Mr. Marx had been coopted as a member, and the following had been coopted for this meeting: Mr. Djang Fang, Dr. Chen Yu-gwan, Mrs. W. S. New, and Miss Wang Chi nyok. It was.

1. *Voted:* That all these be elected regular members of the Board of Control.

The following reports were presented:

The Report of the President, by Mrs. Thurston.

The Treasurer's Report, by Mr. Loos.

The Report of the Executive Committee, by Mr. Marx.

The report of the Executive Committee included the presentation of the minutes of all meetings of that committee since the last Board of Control meeting. It was agreed, without taking a formal vote, that all the minutes were accepted and approved, except as individual items in the minutes were acted upon separately by the Board of Control.

Report of The Executive Committee.

Since the last meeting of the Board of Control the Executive Committee has held meetings as follows: 1925: December 12; 1926: January 23, March 26-27, May 29, October 8-9; and a special meeting on the evening of October 30, with Dr. Speer and Mrs. Roys. After each meeting the complete minutes were sent to all members of the Board of Control. The following are items that seem appropriate or necessary to review at this annual meeting of the Board.

Organization.

Chinese Members of Board of Control. The December minutes, item no. 4, recommends that as soon as possible at least one of the three representatives of the various missions be Chinese. Item 5, of the same meeting, asks for the names of Chinese who may be chosen as coopted members and members at large. Item 3, October minutes, proposes the names of four Chinese to be coopted.

Registration. The faculty favors the college meeting government regulation number 4 as soon as possible, even if revision of the constitution is involved. (March minutes, item 5.) Regulation 4 is the one which requires that the majority of members of the governing board of a school be Chinese. The Executive Committee approved of this principle, and appointed a committee consisting of Dr. Bowen, Mrs. Thurston and Miss Trendley to consider and advise how the purpose may be most readily attained.

Constitution. Certain changes in the constitution are pending, as recommendations. These appear in the minutes of the May meeting item no. 2. These should be completed and approved by the Ginling College Committee without further delay, so that they can go into operation.

A Ginling Representative in America. May minutes, item 10, reiterates the need for a salaried representative in America for the promotion of the interests of the college there.

Finance Committee. The Executive Committee recommends that the Finance Committee be composed of three members, with the president and the treasurer of the college as ex-officio non-voting members. (October minutes, item 12.) It is believed that this will coincide more nearly with the judgment of the Ginling College Committee as to the best method of constituting the Finance Committee, than does the present composition of the committee.

Faculty

Department of Chinese. A salary up to \$180 a month, if that much be needed, was approved for securing a head of the Chinese department. (January minutes, page 2-3.)

Leave for Miss Hoh. Miss Phoebe Hoh was granted a leave of absence for one and a half years with one year's salary, in order to travel and study. (January minutes, page 3)

Dean. The responsibilities of Miss Vautrin in the department of Education make it impractical for her to continue as dean of the college, and it is recommended that the work of the dean be provided for in other ways. (March minutes, following item 8.)

New Appointments. The following appointments to the faculty, to become effective in the year 1926-27 were approved: (May minutes, items 3, 4, 5, 7.)

Name.	Department or Course.
Miss Yu Shwen-dji	Psychology & Library
" Nyi Vong-Kyih	History & Sociology.
" Sutherland	Music
" Koo	Music
" Radley	Physical Education.

Of the above, Misses Yu, Nyi, Sutherland, and Koo have entered on their duties. The other, Miss Radley, was not finally secured.

Miss Case. Approval was given for providing Miss Case with round trip second class passage to America in the summer of 1926, and second class passage to the United States after one or two more years. (May minutes, item 6.)

Miss Clark. The Executive Committee asked for recommendations from the Advisory and Curriculum committees of the faculty regarding the return of Miss Clark, who is on furlough. Their advice that it is necessary to have a person for mathematics who can also teach physics, seems to preclude the possibility of inviting Miss Clark to return.

Curriculum.

Short Course in Physical Education. In accordance with the agreement between the college and the Y. W. C. A., the Short Course in Physical Education will be given, beginning in the fall of 1927. (October minutes, item 4.)

Practice School for Department of Education. At the December meeting a committee was appointed to develop plans for a school to provide practice teaching under the auspices of the department of education. (Minutes, item 3.) At the January meeting, this committee presented a report embodying the following phases: History of past efforts to provide such a school; proposals as to teaching staff, and number of students; type and general arrangement of building, or buildings. The Executive Committee approved of the report as given, and asked the committee on the Practice School to continue their work, and report later on details and costs of the plan. Nothing further has appeared to date.

Building.

Developments connected with building can be summarized under the activities of three committees.

Campus Planning Committee. This committee was appointed in December (minutes, item 2.) In January it presented a report to the Executive Committee, in which there was recommended the construction of the following buildings, and the location of each (January minutes, page 3:)

- One large faculty residence.
- Two small " "
- The Practice School.
- A small infirmary.

Small Houses Committee. This committee was appointed in December, to consider plans for two small faculty residences, one for Chinese and one for foreigners. (December minutes, item 6 and 7.) In January certain tentative recommendations were presented and the Executive Committee asked the Small Houses Committee to proceed further. In March, the Executive Committee instructed the Small Houses Committee with Mrs. Thurston to confer with Mr. Bergamini as to plans and estimates; and report to the Building Committee. They voted that the Building Committee proceed to erect the two small residences as soon as the plans and estimates were approved. (March minutes, items 3 and 4.)

The work has not yet begun, but the Executive Committee in October took another action which will require these houses to be ready for occupancy by the opening of the fall term, 1927. At this same meeting it was recommended that the estimates on these houses be increased to Mex. \$8,000. (October minutes, items 4 and 5-b.)

Building Committee. In December Mrs. Thurston, Mr. Hanson, Miss Kelly and Mr. Kelsey were appointed a Building Committee. (Minutes, item 8.) In January the Committee presented estimates on the cost of a large faculty house to cost a total of about Mex. \$44,300. (January minutes, page 4.)

In March the Executive Committee authorized them to proceed with the architect, Mr. Murphy, in planning for the following buildings: Chapel-Music; Library-Administration, and Large Faculty Residence. Accurate estimates were to be secured, keeping within the estimates made by the Ginling College Committee in their January meeting. (March minutes, item 2.)

In May the Executive Committee approved building the North Kitchen and Dining Halls as soon as possible if the necessary land can be purchased, and approved of securing plans immediately. (May minutes, item 12.)

In October the Executive Committee approved of including Mex \$8,000 in the building program for a residence for Mr. and Mrs. Loos.

Finance.

The treasurer's report shows the encouraging fact that the current deficit which on June 30, 1925 was Mex. \$13,209.33, had been reduced by June 30, 1926 to Mex. \$4,768.45, and the expectation is that it will be completely wiped out by next June. Other interesting facts about the fiscal year ending June 30, 1926 are presented in that report. Nevertheless, the difficulty each year of raising funds sufficient to meet the current and permanent needs of the college is so serious, that the Executive Committee is reiterating its judgment that a salaried representative in America for Ginling is indispensable. The attention of the alumnae of the college also is called to the situation, with appreciation of the help they have already given, and with the hope that in the future their gifts to the college may increase. (May minutes, items 10 and 11.)

As a partial aid toward more adequate financial support the Executive Committee recommends that tuition and fees be increased from the present total of Mex. \$75 a year to Mex. \$90 a year, beginning with September, 1928. (October minutes, item 7.)

Other actions touching the finances may be read in the minutes of the various meetings. (See, for example, October minutes, items 1 and 5.)

Miscellaneous Items.

Miss Pyle having resigned, Dr. Jones became her successor on the Executive Committee. (December minutes, item 9.)

Miss Dresser having resigned, Mrs. Mills succeeded her on the Executive Committee. (March minutes, following item 9.)

The college is represented on the Council of Christian Higher Education by the president, and two other representatives chosen by the faculty (March minutes, item 9.)

Special Meeting With Dr. Speer And Mrs. Roys.

Dr. Speer and Mrs. Roys, members of the Ginling College committee were in Nanking for about a week at the end of October. They met with the Executive Committee, Friday evening, October 29.

The principal topics discussed were: the proposed budget for 1927-28; the relations between the Ginling College Committee and the Board of Control; the proposals for separate incorporation of the college; for a salaried representative in America to represent the interests of the institution; the possibility of participating in some union committee of the higher educational institutions in the Orient, to promote jointly their interests in America.

No resolutions were passed, and no conclusions were formulated on any of the above topics that seemed definite enough to present to this meeting.

Submitted to the Board of Control for the Executive Committee.

Edwin Marx
Secretary

Extracts from Executive Committee Minutes

December 12, 1925.

3. *Voted:* That the following compose the membership of the Committee on Plans for a Practice School under the auspices of the College: Miss Hanawalt (Miss Vautrin, alternate), Miss Liu En-lan, Miss Bradshaw, Miss Bao Dji-lih and Mr. Holroyd.

4. *Voted:* That it be recommended that as soon as possible, one of the three representatives of the various missions on the Board of Control be Chinese.

5. *Voted:* That the Executive Committee request the members of the Board of Control to send in names of Chinese who would be available for Chinese members at large and co-opted members of the Board of Control.

6. *Voted:* That we appoint a small committee to work out plans and estimates of total cost for two small faculty houses, one for Chinese and one for foreigners; and to secure estimates of the total cost including plumbing and lighting of the proposed larger faculty house.

7. *Voted:* (a) That we appoint Dr. Reeves, Mr. Kelsey and Miss Spicer to draw up tentative plans for the small foreign house, and the Chinese members of the faculty for the Chinese house, the latter group also to appoint one of their number to serve on the general committee. (b) That these committees report to a called meeting of the Executive Committee not later than February 1st, 1926.

8. *Voted:* That we appoint a Building Committee composed of Mrs. Thurston, Mr. Hanson, Miss Kelly and Mr. Kelsey.

March 26-27, 1926.

2. *Voted:* That the Building Committee be authorized to proceed with the architect, Mr. Murphy, in planning the Chapel-Music and Library-Administration Buildings and Large Faculty Residence, and to secure accurate estimates covering all possible items for these buildings, keeping within the estimates of the Ginling College Committee as made in their January 16th meeting.

3. *Voted:* That the Small-House-Planning Committee and Mrs. Thurston be instructed to confer with Mr. Bergamini concerning the small faculty residences, and to secure estimates as soon as possible, and to submit the same to the Building Committee.

4. *Voted:* That the Building Committee be instructed to proceed with the building of the two small faculty houses as soon as plans and estimates are approved.

The following Communication from the Faculty in regard to registration was received:

5. "*Voted* that the faculty wish to express appreciation of steps already taken by the Board of Control which would come under Government Regulation 4, and they desire to see further advance toward meeting this regulation as quickly as possible, even though the revision of our constitution be involved."

6. *Voted:* That the suggestion of the Faculty be approved and a committee be appointed to bring in definite recommendations for revision of the Constitution and suggestions as to how the composition of the Board of Control be altered to include more Chinese members. (Dr. Bowen, Mrs. Thurston, Miss Treudley).

8. *Voted:* That we ask for a report of the Faculty discussion on the question of registration, which shall be prepared for circulation to members of the Executive Committee.

9. *Voted:* That the President and two others elected by the Faculty be the Ginling College representatives on the council of Christian Higher Education.

May 29, 1926.

6. *Voted:* That Miss Case's special trip to America this summer be approved, allowing her 2nd class passage for the round trip, and 2nd class passage to America at the end of one or two years thereafter.

11. *Voted:* That the attention of the Alumnae be called to the increased need for current funds, with the hope that they may be able to increase their annual gift to the college, and with an expression of appreciation for what they have already done for Ginling.

12. *Voted:* That in case the necessary land can be purchased we approve of the early building of the North Kitchen and Dining Halls, and that we authorize the securing of plans for same at once.

October 8 — 9, 1926

1. *Voted:*— That the first action in the Finance Committee Minutes be approved, after being amended to read as follows:

"That on account of the exceptionally favorable rate of exchange the Finance Committee cable a request to the New York treasurer to send out \$ 100,000 gold at once to have on the field for the building program."

3. *Voted:*— That we recommend to the Board of Control that the following persons be co-opted for the meeting November 1 and 2: Djang Fang, Chen Yu-gwan Mrs. W. S. New, Miss Wang Chi-nyoh (In addition to the motion made last night regarding Mr. Marx).

4. *Voted:*— That in accordance with the agreement between Ginling College and the Y. W. C. A., the short course in Physical Education be given beginning in the fall of 1927, and the space required for the additional 20 students be provided by the immediate construction of the two small faculty residences authorized by the Executive Committee March 27, 1926.

5. *Voted:*— To approve actions of the Finance Committee as follows:

"That \$ 8,000 Mexican be included in the building program for a residence for Mr. & Mrs. Loos, and that the estimate on the other small residences be increased to the same amount."

"That in the event of Miss Chester's return to China, the college assume entire financial responsibility as in the case of all other regular appointments."

7. *Voted:*— To approve the first recommendation of the Advisory Committee after being amended to read as follows:

"That beginning with September, 1928, the college tuition fees be increased from \$ 75.00 to \$ 90.00 per year."

10. *Voted*:— That Miss Vautrin be appointed a member of the Committee of Small House Plans.

12. *Voted*:— To recommend to the Board of Control the appointment of a standing committee of three members to constitute a Finance Committee; and that in addition, the President and Treasurer of the college be ex-officio non-voting members of the Committee; and that the secretary of the Executive Committee write to Mr. Carter to ask for any suggestions he wishes to make, for the greater effectiveness of the Finance Committee.

I. The Constitution

The proposed new constitution of Ginling College, which has been in the process of construction for several years, was presented for discussion. The draft presented to this meeting, represented the joint efforts of the Board of Control and of the Ginling College Committee, with their various contributions down to date. The following further emendations of the text of the constitution were voted:

- (1) Art. IV, Sec. 1: That the word "missions" in the last sentence be changed to "organizations".
- (2) Art. IV, Sec. 4-a: Change in loco to read, "Board of Trustees or local sources, and all other funds, gifts, or grants; such administration", etc.
- (3) Art. IV, Sec. 4-f: Delete the words, "of associates and assistants".
- (4) Art. IV, Sec. 4-g: Delete the words, "This action to be taken before furlough begins".
- (5) Art. IV, Sec. 4-j: Delete all in the parenthesis: that is, all following the first sentence.
- (6) Art. V, Sec. 2-d: Amend to read as follows: "To prepare and submit to the Board of Control the annual budget."
- (7) Art. VI, Sec. 1-e: Change the last clause to read, "and to submit the same to the Executive Committee".
- (8) Art. VI, That the following be added as a new section to the article: "Section 3: The faculty may form an

organization through which the faculty opinion and recommendations may be presented to the Board of Control".

This was the recommendation of a special committee which was appointed to confer with the Advisory Committee of the faculty, and report to the Board.

(9) Art. VII, Sec 2-a and b: That the words "chairman" be changed to "a member"

(10) Art. VII, Sec. 2-f: Amend to read as follows: "To make all faculty appointments in China and short term appointments to emergency vacancies, subject to the rules of the Board of Trustees and the Board of Control."

2. *Voted*: That the constitution as a whole as amended above be adopted.

3. *Voted*: To appoint a committee of three, of whom at least one shall be a Chinese, to formulate the aim of the college in educational terms, with a view to its being inserted in the constitution; and to report to the next meeting of the Board of Control.

The following were appointed to compose the committee: Miss Bao Dji-lih, Miss Spicer, and Mr. Roberts, with power to coopt two others.

II. The Faculty And Curriculum

The suggested program of the college with regard to faculty for 1927-1928 was presented by Miss Vautrin.

Administration

President
Dean

Mrs. Lawrence Thurston

Treasurer & Business Manager
College Secretary
College Physician
Librarian

Geo. W. Loos, Jr.
Esther N. Pedersen
Martha Hackett

**

Director of Student Residences Mrs. S. F. Tsén
Chinese Secretary Wang Shao-djang
Recorder Tsü Kwoh-chi
Assistant Business Manager Nelson K. Jowe
Nurse

Instruction

- Biology
1. Cora D. Reeves
 2. Harriet Whitmer
 3. Miss Wu
 4. Student Assistant
- Chemistry
1. Ruth M. Chester
 2. Mr. Pan
 3. Assistant
- Chinese
1. _____
 2. Wang Beh-han
 3. Phoebe Hoh (absent for the Year)
- Education & Psychology
1. Minnie Vautrin
 2. Ella M. Hanawalt
 3. **
 4. Yu Shwen dji
 5. Liu En-lan
- English
1. A. Beatrice Buse
 2. J. Minnette Barber
 3. Harriet Marie Cogswell
 4. **
- History
1. Rebecca W. Griest
 2. V. K. Nyi 1/3 time
- Physical Education
1. Emily I. Case
 2. Margaret Andrews
 3. Djang Hwei-lan

4. Martha Hackett
5. **
6. An alumna
7. Student Assistant

Mathematics & Physics

1. Z. N. Loh
2. **
3. J. T. Yang

Music

1. Ada A. Grabill
2. Catharine E. Sutherland
3. Y. T. Koo

Religion

1. Eva D. Spicer
2. Hwang Wen-yu

Sociology

1. Mary B. Treudley
2. V. K. Nyi 2/3 time

The following actions were taken:

4. *Voted:* To approve two full time persons for the department of Chinese, and to ask the alumnae for recommendations as to how the department may best be developed.

5. *Voted:* In view of the need for public school teachers of music, to recommend that the music department of the college plan to help meet this need.

6. *Voted:* To refer to the Curriculum Committee of the faculty the question of coordination of courses to make home-making courses possible and to ask them to present recommendations.

7. *Voted:* To call the attention of the Ginling College Committee in a special way to the urgent need for a full time trained librarian.

8. *Voted:* With reference to the recommendation of the department of education regarding a second year of furlough for Miss Hanawalt, to refer the matter to the Executive Committee

**Appointments to be made by Ginling College Committee.

for further consideration and action; with the understanding that the Executive Committee will not take action without first consulting with Miss Hanawalt and the Mission Board which she represents.

9. *Voted*: That all new members who have joined the faculty since the Board of Control meeting in 1925 be appointed voting members of the faculty.

Practice School Report

The following report was presented by the Practice School Committee:

The Practice School Committee met at Ginling College on October 29, 1926. Members of the Committee in attendance were Miss Bao Dji-lili, Miss Liu En-lan, Mr. Ben Holroyd, and Miss Vautrin. Mr. C. F. Liu of the Education Department of the University of Nanking sat with the Committee.

Four days previous to the meeting two plans, the Concentrated teaching plan, and the Distributed Practice Teaching Plan had been sent to the members of the committee and the members of the Ginling faculty for their consideration.

After a careful consideration of the problems and needs facing the Education Department with relation to the providing of supervised teaching for the year 1927-28; the committee wish to present the following recommendations to the faculty and Board of Control:—

1. That for a period of one year the Concentrated Practice Teaching Plan be adopted and undertaken in cooperation with the Presbyterian Girls School which has already signified its willingness to cooperate.

Concentrated Practice Teaching Plan.

That arrangements be made with one of the existing high schools whereby our students who have elected supervised teaching (Education 31) be permitted to do 4 weeks of residence teaching at the high school. The plan implies the following:

(1) That the participating high school arrange for dormitory space for a group of approximately six student-teachers at one time and the supervisor would be either Miss Hanawalt or myself.

(2) That at least one or preferably two of the high school faculty would be chosen upon recommendation or with consent of the college, this to insure that their training would be such as would permit student observation and participation in their classes. The college would either bear part of the salaries of these teachers or make some other appropriate remuneration.

(3) That the participating high school share the actual problems of the school, i.e. management of dormitories, planning of chapel, supervision of study hall etc. with the student teachers and permit them to attend teachers' meetings.

(4) That the student-teacher be absent from the college for (a) either a consecutive four week period, or (b) two weeks in the first half of the semester and two weeks in the second half.

(5) That during this period of absence she give her whole time to Educ. 41 which would include (a) observation of high school teaching, (b) supervised teaching, preferably teaching two classes a day, one in her major subject and one in her minor, (c) that in addition she also participate in conferences on high school problems such as high school management, etc.

(6) That the entire work of the semester course in education be concentrated into the four weeks and that upon return to the college the student-teacher give her entire time to her other work.

(7) That this period of supervised teaching would come during the first semester of the Senior year rather than the second.

That in order to lessen the difficulties the following changes be made:—

a. That the period of absence from the college be shortened from four weeks to two.

b. In addition those students electing the supervised teaching course (Educ. 41) be asked to come to Nanking a week or ten days before the opening of college in the autumn in order to get experience in the administrative problems connected with the opening of school.

c. That the additional time necessary to earn the four college credits in the course be given either to teaching in the Ginling Day School or to class work.

2. That the Board of Control take up with the University of Nanking the matter of cooperatively establishing and maintaining an experimental practice school which would serve the education department of the two institutions.

The suggestion was made that the future development of the education department in the University of Nanking and Ginling College be undertaken cooperatively and in harmony with the recommendations of the Educational Commission.

Respectfully submitted,

M. Vautrin, Sec.

10. *Voted*: To recommend to the faculty that the recommendations of the Practice School Committee in regard to the Concentrated Practice teaching plan be put into effect.

III. Finance

The Treasurer's report was taken up for discussion and was approved.

11. *Voted*: That the Current Expense Budget for 1926-27 be approved as revised on October 8th (receipts totalling Mex. \$82,817, and expenditures Mex. \$78,047, leaving a balance of Mex. \$4,770 which will entirely eliminate the deficit.)

12. *Voted*: That the Permanent Equipment Budget for 1926-27 as passed by the Executive Committee be approved with the addition of Mex. \$300 for physics equipment for the new advanced course, making the total budget Mex. \$12,850.00.

13. *Voted*: To authorize the Finance Committee to add to the budgets of 1926-27 and 1927-28 an amount sufficient for a Chinese nurse, and to recommend that the nurse be secured as soon as possible.

14. *Voted*: That the Board of Control explain to the Ginling College Committee the basis on which we expect to raise the Mex. \$11,165 difference between the estimated receipts and expenditures in the budget for 1927-28, and that if at the end of this year these receipts are not assured, we are prepared to make a cut in the expenditures to balance the budget.

15. *Voted*: That the tentative Current Expense Budget for 1927-28 as presented be approved, subject to the necessary revisions. (Receipts \$81,905 and Expenditures \$93,070 Mex.)

16. *Voted*: To approve the tentative Permanent Equipment Budget for 1927-28, (Mex \$9,550.00) subject to further revision during the current year.

17. *Voted*: With regard to the request from the family of a deceased faculty member, Mr. Djang, for further financial assistance from the college budget, that in view of the fact that one month's extra salary was given, no further aid be granted.

IV. Organization and Administration

18. *Voted*: That the Board of Control appoint a standing committee of three members to constitute a Finance Committee, and that in addition the president and the treasurer of the college be ex-officio non-voting members of the committee.

19. *Voted*: That the secretary send out to the members of the Board of Control with minutes of each Executive Committee Meeting a form for registering receipt of the minutes, and any protest, criticism, or remarks concerning the Committee's actions.

20. *Voted*: That in the printed minutes of the Board of Control there be included such portions of the Executive Committee minutes, and such other reports and materials, as the Executive Committee may decide.

21. *Voted*: That it is the judgment of the Board of Control that a salaried representative in America for Ginling is now indispensable for the promotion of the interests of the college, and we request the Ginling College Committee to concur in this action and to provide for the appointment,

22. *Voted*: To reiterate the action of last year regarding incorporation (see 1925 minutes, page 4, item 9) with the following amendment: After the words "Ginling College Committee" and the words, "and the Board of Trustees".

V. Election of Officers And Committees

23. *Voted*: To elect Mr. J. B. Griffing a member of the Building Committee.

The Nominating Committee, consisting of Miss Bradshaw, Miss Merrill, and Mrs. New, presented their report.

24. *Voted*: That the secretary be instructed to cast a ballot for the following:

Executive Committee:— Miss Bao, Dr. Bowen, Mr. Hanson, Dr. Jones, Mr. Marx, Mrs. Mills, ex-officio, Mrs. Thurston.

Finance Committee:— Dr. Chen Yu-gwan, Mr. Hanson, Mrs. Thomson, and ex-officio Mr. Loos and Mrs. Thurston.

25. *Voted*: By ballot, to elect Dr. Bowen to serve jointly as chairman of the Board of Control and of the Executive Committee.

26. *Voted*: By acclamation, that Mr. Marx be elected to serve jointly as the Secretary of the Board of Control and of the Executive Committee.

The Board noted with regret the absence of Miss Kelly and expressed sympathy for her in the illness which detained her.

Just before the adjournment of the final session, Miss Abbott moved that a vote of thanks be extended to Ginling College for the hospitality enjoyed by the members of the Board of Control on the campus. The expression was passed by a unanimous standing vote.

The meeting was closed with a period of silent prayer, and a final prayer by Dr. Bowen. The adjournment took place at five o'clock.

EDWIN MARX

Secretary.

Treasurer's Report for year ended June 30th, 1926

Nanking, China, October 15, 1926

To the President and Board of Control :-

The Treasurer herewith submits a report of the financial operations of the college for the year ended June 30th, 1926.

(Signed) George W. Loos, Jr.

This report has been duly audited and found correct by me.

(Signed) Anna E. Moffet,

Treasurer Presbyterian Station, Nanking

The current operations of the College for the year resulted in a net balance of Mex. \$8,440.88 aside from temporary loans. This balance has been applied toward the current deficit which amounted to Mex. \$13,209.33 on June 30, 1925, leaving on June 30, 1926 a total deficit of only Mex. \$4,768.45. This remaining deficit is provided for in the current year's budget, so that we hope to be entirely free from deficit by June 30th, 1927, or one year earlier than we had ventured to hope for a year ago.

Boarding Department

The Boarding Department again operated within its income from board and room fees; allowing a margin to cover supervision and upkeep of buildings.

Maintenance

The cost of maintenance increased this year by approximately Mex. \$1,000 over last year's cost, but such increased cost is to be expected as buildings become older. The largest item of expense this year was the reinstallation of several underground electric mains.

Administration

Practically no increase occurred in the Administrative expenses of the college.

Instruction

The appointment of several new faculty members accounts for the \$3,000 increase in cost of instruction during the past year, departmental expenses being only slightly more than in the previous year.

Gifts

Gifts received by the College during the year for current expenses totalled Mex. \$12,227.14; for books, Mex. \$337.90 and for Scholarships, Mex. \$318.32. Acknowledgement has been made to the donors, and the appreciation of the college is hereby publicly expressed for these generous gifts which have enabled us to complete the year with a balance instead of a deficit.

Building Accounts

Since no building operations have been in progress during the past year, no new financial statement has been made covering building funds.

Statistics

The following tables show in detail the actual receipts and expenditures of the college as a whole for the year July 1, 1925 to June 30, 1926.

Respectfully submitted,

George W. Loos, Jr.

Treasurer.

Ginling College Financial Statement 1925-1926

Current Expense Account

RECEIPTS.

	Mex. \$	
Full Cooperating Boards	20,565.53	
Protestant Episcopal Board	1,153.15	
Reformed Board	691.87	
Smith College, Gold \$4 000	7,408.68	
Ginling College Committee-Upkeep Fund	1,842.82	
Alumnae Fund-Educational Fee	200.00	
China Medical Board	5,000.00	
Gifts-as listed below on page 24	12,227.14	
London Missionary Society (E. D. S. Salary)	1,500.00	
Medical Fees-Outside College	120.10	
Rent of Unused Land	21.00	
Y. W. C. A. (National Com.)	5,000.00	
Permanent Equipment Fund-Furniture 1923	32.80	
South-eastern University-Refund 1924	36.50	55,799.57
From Students:		
Tuition	9,993.50	
Board	7,667.81	
Room Rent	1,500.00	
Fees:		
Biology	380.00	
Chemistry	180.00	
Entrance	168.00	
Graduation at 12	228.00	
Library-Fines	10.30	
Medical	685.00	
Music	886.00	
Physics	140.00	
Practice School at \$84.00	1,484.00	
Total Receipts		23,322.61
	Mex. \$	79,122.18

SUMMARY OF EXPENDITURES

Administration	13,413.37
Instruction	43,138.48
Maintenance	6,106.18
Boarding Department	8,023.27

Balance Toward Deficit	70,681.30
	8,440.88

Total Expenditures

Mex. \$ 79,122.18

Deficit June 30, 1925	Mex. \$13,209.33
Balance 1925-1926	8,440.88
Net Deficit June 30, 1926	Mex. \$ 4,768.45

EXPENDITURES

Administration Salaries:

President, Treasurer, and Secretary	\$6,523.23
Chinese Secretary	385.00
Librarian (Part time)	475.00
Director of Student Residences	720.00
Travel-U.S.A., Admin. only	1,063.85
Library Assistance	122.15
Office Assistants	765.00
Student Aid	67.56
Typists	106.45
	\$ 10,228.24

Administration Expenses:

Commencement & Founders' Day	372.48
Educational Fees	500.00
Entrance Tests	209.75
General Office Expense	262.86
Interest and Exchange	34.52
Medical Attendance	324.07
Postage and Stationery	429.21
Publicity and Printing	680.42
Telegrams	72.47
Travel-Board of Control	205.65
Travel-Faculty	40.30
Travel-President	53.40
	3,185.13

Administration Total	\$13,413.37
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Instruction Salaries:

Biology	3,000.00
Chemistry	4,281.20
Chinese	2,860.00
Education and Psychology	5,274.35
English	3,300.00

History	1,900.00	
Math. and Physics	3,229.89	
Music	1,500.00	
Physical Education	2,850.00	
Physician	1,500.00	
Religion	1,776.00	
Sociology	1,500.00	
Language Study	944.00	
Travel-U. S. A. (Instruction)	5,435.66	\$39,351.10
Instruction Expenses;		
Biology	231.31	
Chemistry	740.23	
Chemistry-Gas Plant	227.41	
Chinese	215.38	
Education and Psychology	1,149.68	
English	90.50	
History	3.50	
Library-Periodicals, etc.	566.78	
Mathematics	2.00	
Music	132.71	
Physical Education	216.87	
Physics	112.01	
Religion	50.50	
Sociology	48.50	3,787.38
Instruction Total		\$ 43,138.48
Maintenance		
Care of Grounds	\$ 429.43	
Heat-Academic Bldgs.	1,299.15	
Janitors' Supplies and Misc.	175.69	
Light and Water (½ net cost)	736.60	
Servants' Food and Wages	1,622.49	
Upkeep of Buildings	1,842.82	
Maintenance Total		\$6,106.18
Boarding Department		
Food and Cooks' Wages	\$4,672.51	
Heat-Dormitories	921.98	
Light and Water (½ net cost)	736.60	

House Supplies and Incidentals	239.63	
Kitchen Fuel	480.25	
Wages-Dormitories	972.30	
Boarding Department Total		\$8,023.27
TOTAL EXPENDITURES		\$70,681.30
BALANCE TOWARD DEFICIT		8,440.88
TOTAL RECEIPTS		\$79,122.18

Permanent Equipment Account

	Expenditures	Receipts
Balance from 1925	\$	\$8,532.14
Permanent Upkeep Fund		316.48
Gifts: M. J. Ewing for books		54.83
Lancaster S. S. for books		283.07
Transfer to Taels Account	2,862.31	
Cable re Funds.. .. .	9.25	
Land (Purchase of Graves)	130.00	
Campus Improvement	459.82	
Buildings-Misc. Account	1,280.03	
Buildings-Sale of Materials		140.36
Equipment:		
Biology	1,619.61	
Chemistry	99.25	
Library (Books)	1,340.72	
Office	441.70	
Physical Education	281.64	
Physics	137.35	
Furniture-College	132.33	
Furniture-Faculty	45.40	
Total Expenditures		\$8,839.41
Credit Balance		487.47
		\$9,326.88
		\$9,326.88

Special Funds Account

	Dr.	Cr.
Bookroom Balance	\$ 1,502.55	\$
College Organizations		870.03
Laundry.. .. .	6.18	

Physical Training Loan Fund	299.20
Scholarships	186.84
Student Deposits	1,046.51
Student Loan Fund	18.49
Suspense	320.38
Credit Balance..	181.30
	<u>\$ 2,215.74</u>
	<u>\$ 2,215.74</u>

Deficit Account

	Expenditures	Receipts
June 30, 1925 Balance	\$13,209.33	\$
N. Y. Treas. Loan G. 3500		6,324.21
By Current Bal. 1925-26		8,440.88
Credit Bal. Forward..	1,555.76	
	<u>\$14,765.09</u>	<u>\$14,765.09</u>

Balance Sheet

Assets		Liabilities	
Cash on Hand	\$ 542.80	Perm. Equip. Bal.	\$ 487.47
H. and S. Bank Bal.	1,671.82	College Organs. Bal.	870.03
S. C. and S. Bank		Phys. Train. Loan Fund	299.20
Bal...	9.91	Student Deposits	1,046.51
Bookroom Inven-			<u>2,703.21</u>
tory..	1,502.55		
Laundry Bal...	6.18		
Scholarships Bal	186.84	Credit Balance in	
Loan Fund Bal.	18.49	Deficit Account.	1,555.76
Suspense	320.38		<u>\$4,258.97</u>
	<u>\$4,258.97</u>		

Gifts to Current Expense

	Gold	Mex.
Alumnae Birthday Gift		\$ 500.00
Miss Cook Birthday Gift	\$ 5.00	8.75
China Smith Club		100.00
Miss A. C. Darrow		5.00
Miss A. Trumbull	50.00	93.06
Miss E. Nepling	3.50	6.60

Miss H. Forbes	20.00	38.20
Miss E. F. Wood		100.00
Montclair Smith Club	682.75	1,190.07
Smith Alumnae	2,836.21	5,331.42
Women's Aux. Home St. Church	24.00	41.87
Miss D. Bourne	2.00	3.49
Miss Clara Bodman	10.00	17.34
Mrs. Jas. O Foss	25.00	43.34
Miss M. H. Cummings	10.00	17.34
Mrs. E. H. Kent	10.00	17.34
Miss M. R. Joslin	15.00	26.78
Mrs. Gates	25.00	43.34
Mrs. Keyes	50.00	86.67
Lancaster, Pa. Sunday School	50.00	94.25
Miss E. McKinney	20.00	37.74
Women's Union Christian Colleges	642.57	1,212.59
Mr. E. M. Bowman	500.00	943.55
W. F.M.S. M.E. Church	100.00	188.71
Girl's Latin Sch. Baltimore	50.00	94.36
Cresc. Ave. Church, Plainfield	1,000.00	1,887.11
Mr. H. M. Stone	50.00	98.22

Total Gifts for Current Account as on page 20 Mex. 12,227.14

Summary of Property Owned by College July 1, 1926

	Gold
Grounds	\$ 44,889.64
Buildings	383,851.50
Furniture	12,682.40
Apparatus	12,828.55
Library Books (11,856)	6,345.99
Museum	327.00
Total Property	Gold \$460,925.08

Funds Held in New York June 30, 1926

	Gold
Appropriation account..	\$ 1,373.91
Interest	2.71
General Securities Income	5,017.42
Permanent Equipment Fund..	170,816.80

Special Endowment Funds	1,026.07
Misc. Expense Account	261.48
Smith College Alumnae	322.49
Special Library Fund	96.09
Permanent Equipment Advance	3,500.00
Permanent Property Upkeep Fund	38,258.50
Permanent Property Upkeep Fund (Insurance)	250.00

Gold \$ 220,925.47

Tentative Budget 1927-1928

RECEIPTS

Cooperating Boards:	Mex.
American Church Mission	2,500.00
Baptists—W. A. B. F. M. S.	3,000.00
Disciples—U. C. M. S.	3,000.00
Methodist South	6,000.00
Metho dist-W. F. M. S.	6,500.00
Presbyterian—P. N.	5,000.00
Reformed Church U. S. A.	2,000.00
	<u>28,000.00</u>

Pledged Contributors:	
China Medical Board	3,000.00
Crescent Ave. Church, Plainfield	1,800.00
London Missionary Society	1,500.00
Smith Alumnae	3,600.00
Smith College Students	7,200.00
Y. W. C. A.—Nat'l Committee	5,000.00
	<u>22,100.00</u>

Maintenance Fund:.. .. .	2,300.00	2,300.00
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TOTAL OUTSIDE OF COLLEGE \$ 52,400.00

Field Receipts:	
Tuitions 150 at 75	11,250.00
Special Tuitions 20 at 75	1,500.00
Board and Room 150 at 65	9,750.00
Special Board and Room (20)	1,300.00

Fees:

Biology.. .. .	600.00
Chemistry	500.00
Entrance	230.00
Graduation	300.00
Medical	825.00
Music	1,000.00
Physics	300.00

Total From Students Mex \$ 27,555.00

Alumnae Fund	200.00
Refund on Biology Salary	750.00
Refund on Music Salary	1,000.00

1,950.00

TOTAL FIELD RECEIPTS \$ 29,505.00

Total Assured Receipts 81,905.00
Balance to be raised 11,165.00

Expenditures total Mex \$ 93,070.00

EXPENDITURES SUMMARY

	Mex
Administration	\$ 19,045.00
Instruction	56,425.00
Maintenance	6,650.00
Dormitories	10,950.00
Total Expenditures	Mex \$ 93,070.00

EXPENDITURES—CURRENT ACCOUNT

Administration	Mex
Salaries:	
President.. .. .	\$ 1,700.00
Dean (½)	750.00
Secretary-Registrar	1,500.00
Treasurer	3,200.00
Chinese Secretary	425.00

Librarian.. .. .	1,500.00	
Director of Student Residences ..	800.00	
Travel U.S.A. (Admin)	3,000.00	12,875.00

Chinese Assistants:

Library	300.00
Office	1,020.00
Student Aid	150.00
Typists	250.00

1,720.00

Administration Expenses:

Commencement and F'drs Day ..	450.00
Educational Fees	500.00
Entrance Tests	200.00
General Office Expense	300.00
Hospitality	50.00
Interest and Exchange	50.00
Medical Attendance	500.00
Postage and Stationery	700.00
Publicity and Printing	800.00
Rent—Treas. House	300.00
Telegrams	100.00
Travel—Bd. of Control	250.00
" —Faculty	100.00
" —President	150.00

4,450.00

Administration Total

19,045.00

Instruction Salaries:

Art (1/6)	300.00
Biology (3)	4,100.00
Chemistry (3)	3,350.00
Chinese (3½)	4,000.00
Education and Psych. (5)	6,350.00
English (4)	6,000.00
History (1 1/3)	1,866.00
Music (3)	4,100.00
Physical Education (5½)	6,500.00
Physician (1)	1,500.00
Physics and Math. (3)	3,700.00
Religion (2)	2,600.00

Sociology (5/6)	1,384.00
Language Study	600.00
Travel U.S.A.	7,000.00

53,350.00

Departmental Expenses:

Biology	400.00
Chemistry	700.00
Gas Plant	300.00
Chinese	225.00
Education and Psychology	150.00
Lectures	50.00
Library (Magazines, etc.)	600.00
Music	150.00
Physical Education	300.00
Physics	200.00

3,075.00

Total Instruction

56,425.00

Maintenance:

Care of Grounds	600.00
Heat—School only	1,400.00
Janitors' Sup. and Misc.	250.00
Light and Water (½)	750.00
Servants' Food	650.00
Servants' Wages	1,000.00
Upkeep of Buildings	2,000.00

6,650.00

Dormitories:

Food and Cooks Wages	7,000.00
Heat—Dormitories only	1,200.00
House sup. and Incidentals	400.00
Kitchen Fuel	500.00
Light and Water (½)	750.00
Wages	1,100.00

10,950.00

TOTAL EXPENDITURES

Mex \$ 93,070.00

Permanent Equipment Budget 1927-1928

	Mex
Land (Misc. for graves, etc). ..	200.00
Improvement	500.00

700.00

Buildings:	
Miscellaneous Additions	500.00
	500.00
Permanent Equipment	
Biology	500.00
Chemistry	500.00
Library (Books)	2,500.00
Medical	100.00
Office	150.00
Physical Education	300.00
Physics	1,000.00
*Furniture—College	2,800.00
Furniture—Faculty	500.00
	8,350.00
TOTAL	Mex. \$ 9,550.00

Scholarship Fund

RECEIPTS		EXPENDITURES	
1923-1924	Mexican	1923-1924	Mexican
Balance Jul. 1, 1923	\$ 6.40	Student Scholarships ..	\$350.00
Anonymous Gift	197.27		
Kalamazoo Col. Y.W.C.A. ..	123.54		
Worthwhile Class	107.44		
Elizabeth Stone	5.90		
Mrs. Hamm	40.00		
Wood Scholarship	53.43		
Income Methodist Scholar- ship	51.34		
Univ. of Chattanooga	65.01	Balance	304.33
	\$654.33		\$654.33
1924-1925		1924-1925	
Balance Jul. 1, 1924	\$304.33	Student Scholarships ..	660.00
Hartridge School	86.30		
Kalamazoo College Y.W.C.A. ..	102.98		
Miss A. A. Grabill	17.72		
Miss F. Mead	93.39		
Miss R. W. Griest	22.83		
Worthwhile Class	52.29	Balance	19.84
	\$679.84		679.84

*Including furniture for two new buildings.

1925-1926	1925-1926
Balance Jul. 1, 1925,	\$19.84
Hartridge School	86.69
Kalamazoo College Y.W.C.A. ..	113.39
Income Methodist Scholar- ship	98.24
Miss V. Corbett	20.00
	338.16
Dr. Balance	186.84
	\$525.00
	\$525.00

Student Loan Fund

1923-1924	1923-1924
Balance July, 1, 1923	\$413.30
	Loans to Students ..
	Balance
	413.30
	413.30
1924-1925	1924-1925
Balance July 1, 1924	298.30
Loan Returned	100.00
Miss C. K. Savage—Gift	86.01
	484.31
	484.31
1925-1926	1925-1926
Balance July 1, 1925	149.31
Loans Returned	135.00
	284.31
Dr. Balances	18.49
	\$302.80
	\$302.80

Student Statistics, 1 September 1926

Total number of students enrolled in College	152		
	Former	New	Total
Students from Government Schools	6	3	9
Students from Mission Schools	90	44	134
Students from Private Schools	6	3	9
	102	50	152

Students by class in College:

Freshmen	47	Sophomores	47
Juniors	29	Seniors	17
Unclassified	7	Specials	6

	Former	New	Total
Non-church members	14	12	26
Church Members:	88	38	126
Baptist, North and South	6	3	9
China Christian Church	3	0	3
China Inland Mission	1	0	1
Congregational	3	5	8
Disciples of Christ	5	4	9
Episcopalian	14	3	17
Interdenominational	2	0	2
Lutheran	3	3	6
Methodist, North and South	28	9	37
Presbyterian, North and South	19	8	27
Professing Christian—Not a church member	4	3	7

Provinces represented:

	Former	New	Total
Anhui	4	7	11
Chekiang	6	3	9
Chihli	9	0	9
Fengtien	2	0	2
Fukien	8	1	9
Hunan	7	1	8
Hupeh	14	6	20
Kiangsi	8	2	10
Kiangsu	39	25	64
Kwangtung	4	5	9
Shantung	1	0	1

Total number of provinces represented.

11 8 11

Preparatory Schools represented:

	Former	New	Total
			Different Schools
Government	4	3	6
Mission	32	25	44
Private	2	1	2

Total

38 29 52

Schools Represented at Ginling

	Former	New	Total	
A. J. Pitkin Girls' School—Hainan Island	0	1	1	Mission
Aikuo Girls' School—Shanghai	1	0	1	Gov't.
Amoy Girls' Middle School	1	0	1	Mission
Baldwin Memorial School—Nanchang	3	0	3	"
Bridgman Academy—Peking	0	1	1	"
Bridgman Memorial School—Shanghai	4	0	4	"
C. M. S. Girls' School—Foochow	1	0	1	"
Canton Christian College—Canton	0	3	3	"
Che. Prov. Industrial School—Hangchow	1	0	1	Private
Chekiang Normal Girls' School—Hangchow	2	0	2	Gov't.
Chin Teh Girls' School—Changchow, Fukien	1	1	2	Mission
Christian Girls' School—Nanking	7	3	10	"
Coe Memorial Girls' School—Luchowful, A'wei	0	2	2	"
David Hill Girls' School—Hanyang, Hupeh	1	1	2	"
Diocesan Girls' School—Kowloon, Hongkong	1	0	1	"
Eliza Yates Girls' School—Shanghai	4	2	6	"
Fu Siang High School—Changsha	5	2	7	"
George C. Smith Girls' School—Soochow	0	1	1	"
Hangchow Union Girls' School	1	0	1	"
Higher Normal School for Girls—Hwangchow-Hupeh	0	1	1	"
Hwa Nang College—Foochow	1	0	1	"
Hwa Nang Middle School—Foochow	1	0	1	"
Hwei Wen Girls' School—Nanking	11	2	13	"
Keen Memorial School—Tientsin	3	0	3	"
Ku. 1st Prov. Girl's Nor. School—Nanking	2	1	3	Gov't.
Laura Haygood Normal School—Soochow	0	1	1	Mission
Lombard School for Girls—Shaowu, Fukien	1	0	1	"
Mary Farnham School—Shanghai	1	4	5	"
Mary S. Black Seminary—Shanghai	1	0	1	"
Mary Stevens' School—Suchowfu, Ku.	0	1	1	"
Mary Vaughan High School—Hangchow	1	0	1	"
McTyeire School—Shanghai	4	1	5	"
Ming Deh Girls' School—Nanking	3	4	7	"
National Commercial College—Wuchang, Hupeh	0	1	1	Gov't.
National Peking University—Peking	1	0	1	"
Girls' Normal School—Nantungchow, Ku.	0	1	1	"
Olivet Memorial Girls' School—Chinkiang, Ku.	0	3	3	Mission
P. U. M. C.—Peking	1	0	1	"
Pei Hwa Girls' School—Peking	0	1	1	"
Peui Ying Girls' School—Chuanchow, Fu	1	0	1	"
Physical Training School—Shanghai	3	0	3	"

Riverside Academy—Ningpo	5	0	5	„
Rulison High School—Kiukiang	8	1	9	„
Shanghai College—Shanghai	0	2	2	„
St. Faith's School—Peking	1	0	1	„
St. Faith's School—Yangchow Ku.. .. .	0	2	2	„
St. Hilda's School—Wuchang, Hupeh	8	2	10	„
St. Mary's School—Shanghai	1	0	1	„
True Light Middle School—Canton	2	1	3	„
Tsung Hwa Girls' School—Soochow	5	3	8	Private
Virginia School—Huchow, Chekiang	2	0	2	Mission
Yale in China—Changsha	2	1	3	„

Ginling Faculty

1926-1927

Administration

Mrs. Lawrence Thurston	President
George W. Loos, Jr.	Treasurer & Business Manager
Esther N. Pedersen	College Secretary
Martha Hackett	College Physician
Mrs. S. F. Tsen	Director of Student Residences
Wang Shao-djang	Chinese Secretary
Tsu Kwoh-chi	Recorder
Nelson Jowe	Assistant Business Manager

Instruction

Andrews, Margaret	Physical Education
Barber, J. Minnette	English
Buse, A. Beatrice	English
Case Emily I.	Physical Education
Cogswell, Harriet Marie	English and Religion
Chang Hwei-lan	Physical Education
Griffing, Burgoyne	Physics
Griest, Rebecca W.	History
Hackett, Martha	Hygiene and Physical Education
Hoh Chiu-ai	Chinese
Hoh Ying-ching	Chinese
Jones, Ernest V.	Chemistry
Koo, Ellen	Music
Liu En-lan	Practice School
Loh, Zung-nyi	Physics and Mathematics
Nvi, V. K.	History and Sociology
Pan, Z. H.	Chemistry

Reeves, Cora D.	Biology
Spicer, Eva Dykes	Religion
Sutherland, Catharine E.	Music
Thomson, J. Claude	Chemistry
Vautrin, Minnie	Education
Wang Beh-han	Chinese
Whitmer, Harriet	Biology
Yang, J. T.	Physics and Mathematics
Yu Shwen-dji	Library and Psychology

Absent for the Year

Chester, Ruth M.	Chemistry
Grabill, Ada A.	Music
Hanawalt, Ella M.	Education
Treudley, Mary B.	Sociology

Members of the Board of Control

	Term Expires	Address
Miss Lillie F. Abbott, UEMS.,	..1927	University of Nanking
*Miss Bao Dji-ih, Alumnae,	..1927	Olivet Memorial School, Chinkiang
Miss Mary Blackford, MES.,	..1928	Huchow, Chekiang
*Dr. A. J. Bowen, MEFB.,	..1929	University of Nanking
Miss A. E. Bradshaw, MES.,	..1927	Soochow
Miss Chen Shi-ren, UCMS.,	..1929	Christian Girls School, Nanking
Dr. O. C. Crawford, PN.	..1927	Soochow
Miss Esther Gauss, PN.,	..1928	Riverside Academy, Ningpo
*Mr. Victor Hanson, ABFMS.,	..1928	Shanghai College
Mrs. L. C. Hylbert, ABFMS.,	..1926	Room 402, 23 Yuen Ming Yuen Road, Shanghai
*Dr. Ernest V. Jones, MES.,	..1929	University of Nanking
Miss Mary F.E. Kelly, UCMS	..1928	South Gate, Nanking
Miss Clara E. Merrill, WFMS	..1927	Rulison H. S., Kiukiang
Miss Abby S. Mayhew, YWCA	..1930	1 Young Allen Court Shanghai
*Mrs. Samuel J. Mills, Jr. PN.,	..1929	Wu Tai-shan, Nanking.
Rev. W F Roberts, ACM,		Nanking
Miss Catherine M. Robertson, LMS.,		Mary Farnham School Shanghai
Mrs. J. C. Thomson, Smith	..1928	Drum Tower, Nanking

Miss Jane Shaw Ward, YWCA	..1930	18 Yuen Ming Yuen Road, Shanghai
Miss Laura M. White, WFMS	..1928	143 N. Szechuen Road, Shanghai
Miss Wu Ming-ying, Alumnae	..1929	345 Ave. Auguste Boppe, Shanghai
Miss Yang Ging-hsioh, Alumnae	..1928	Bridgman School, West Gate, Shanghai
Miss Dora Zimmerman, ABFMS,	..1927	Riverside Academy, Ningpo

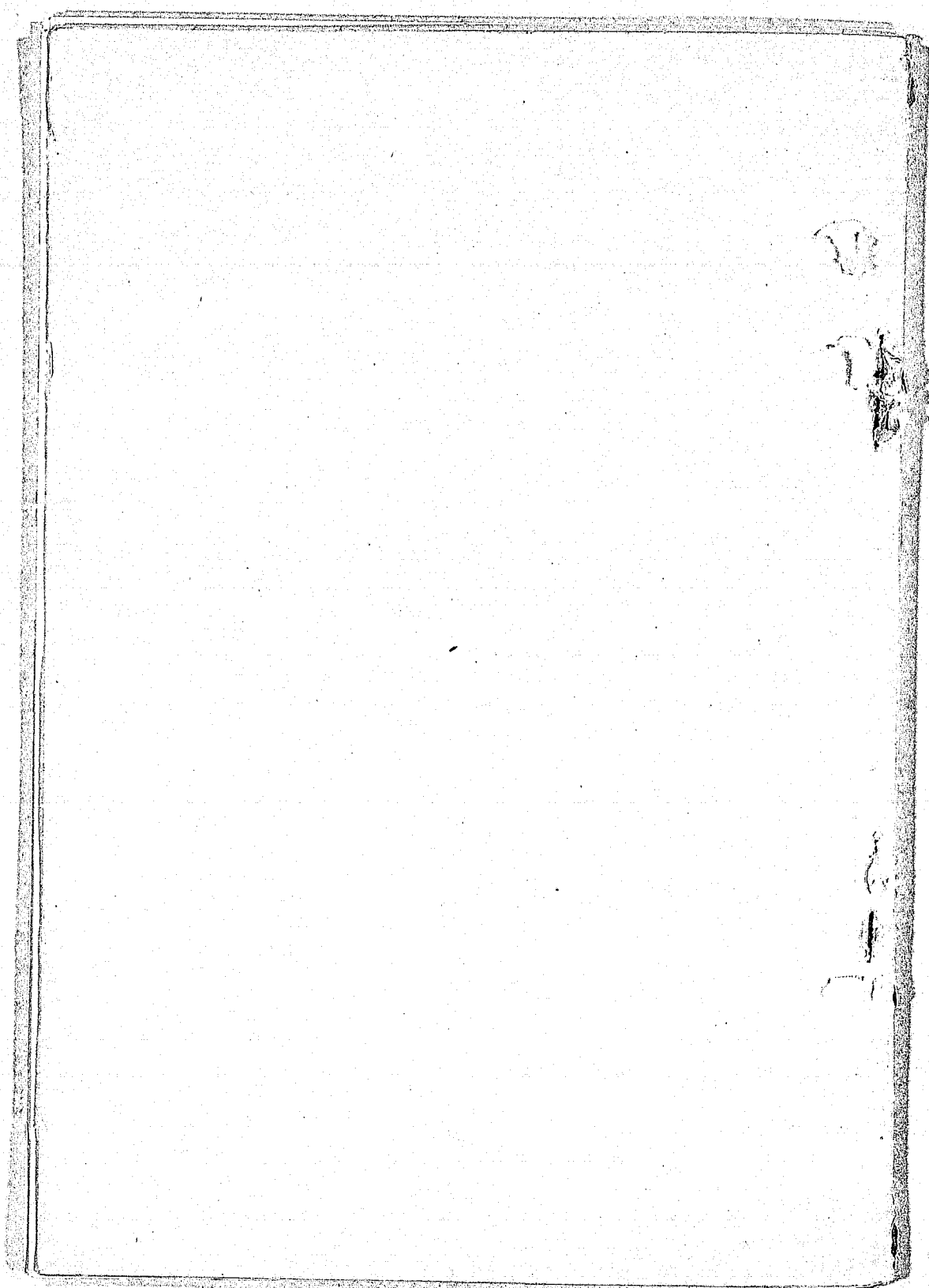
Alternates Present 1926 Meeting.

Miss Manuella D. Morton, PN.
Miss Ellen Peterson, ABFMS.
Miss Lelia J. Tuttle, MES.

Coopted Members

*Mr. Edwin Marx, Delete
Dr. Chen Yu-Gwan
Mrs. W. S. New,
Miss Wang Chi-nyok
Mr. Djang Fang

*Members of the Executive Committee.



12 6/26/11

MINUTES
OF THE
BOARD OF CONTROL
OF
GINLING COLLEGE

November 28 and 29

1927

GINLING COLLEGE
NANKING, CHINA

GINLING COLLEGE BOARD OF CONTROL

1927

DOCKET.

1. Devotional Exercises.
2. Election of co-opted members and committees.
3. Reports from the College.
 - President.
 - Chairman of Administrative Committee.
4. Report of the Executive Committee.
5. Report of Ginling College Committee.
6. Reorganization.
 - Changes in Constitution.
 - Membership of Board of Control.
 - Articles of agreement—lease, building program, etc., fictitious rent, etc.
 - Changes in Administration.
 - Chinese President.
 - Report on Election of Miss Wu.
 - Status of former president.
 - Leave of absence.
 - Future relationship.
 - Other officers in Administration.
 - Registrar?
 - Secretary?
 - Business Manager?
7. Registration.
8. Faculty program 1928-1929.
 - Status of Absent Members.
9. Physical Education and Relation to Y. W. C. A.
10. Practice School 1928-1929.

11. Report of the Treasurer.

Financial Statement 1926-1927.
Emergency Expense Account.
Budget 1927-1928 revised.
Exchange Account.
Budget 1928-1929.

12. Election of Officers and Committees.

Chairman.
Secretary.
Treasurer.
Executive Committee.
Chairman and Secretary.
Finance Committee.
Co-opted members.

13. Miscellaneous.

Report on East China Federated University.

Minutes of the Board of Control of Ginling College
November 28 and 29, 1927

The regular annual meeting of the Board of Control was held on November 28 and 29, 1927, in the Missions Building, Shanghai.

The members present were Miss Bao, Bishop Birney, Miss Bradshaw, Dr. Chen, Dr. Crawford, Miss Djang, Mr. Djang Fang, Mrs. Hylbert, Dr. Liu, Miss Lyon, Miss Kesler, Miss Mayhew, Miss McCulloch, Miss Merrill, Mrs. New, Mr. Roberts, Miss Robertson, Miss Smith, Mrs. Thomson, Mrs. Thurston, Miss Walmsley, Miss Wang, Miss Wu, Miss Zia.

The coopted members present were Mr. Burch, Miss Chiu, Mr. Koo, Mr. Li.

Two faculty representatives, Miss Koo and Miss Treudley, were also invited to attend.

The session on Monday morning was opened with prayer by Miss Merrill and Miss Bao. On Tuesday morning, the meeting opened with a devotional service led by Mrs. Thurston and the final session closed with prayer by Mr. Roberts.

MINUTES.

Because Mrs. New was unable to act as Chairman, it was

1. Voted: That Mr. Roberts act as Chairman for this meeting of the Board of Control.

2. Voted: That Miss Treudley act as Secretary.

3. Voted: That the Chairman in consultation with the Executive Committee, appoint a Nominating Committee. Miss Bao, convener, Miss Merrill, Mrs. Thomson, and Miss Yang were appointed.

4. Voted: That the docket be accepted as submitted by the Executive Committee.

5. Voted: That the sessions be fixed as Monday, 10.00-12.00 a.m.; 2.00-5.00 p.m.; Tuesday 9.30-12.00 a.m.; it was later found necessary to meet on Tuesday, 2.00-4.00 p.m.

The following reports were then given.

The Report of the President by Mrs. Thurston.

The Report of the Administration Committee by Miss Koo.

The Report of the Executive Committee by Mrs. Thurston.

Extracts from the Minutes of the Ginling College Committee were read and a report on a conference with Miss Hodge and Miss Bender was given by Mrs. New. [See p. 12.]

6. Voted: That these reports be received.

Revision of the Constitution.

7. Voted: To adopt as a substitute for Art. IV, Sec. 1, of the Constitution, the following:

Section 1. There shall be a Board of Control in China composed of two members representing each Mission Board in full cooperation, three members representing the Alumnae Association and not more than five members elected by the Board of Control. Representation as determined by concurrent action of the Board of Control and the Board of Trustees may be given to other organizations in partial cooperation. All members of the Board of Control shall be professing Christians.

A substitute for Article IV, Section 2, was proposed by the Executive Committee.

8. Voted: To adopt the proposed substitute section in principle and refer it to the Executive Committee for revision. The Executive Committee at a later session presented the following revised substitute for Article IV, Section 2.

The Executive Committee shall ask each of the groups represented on the Board to submit before June first of each year, a list of names of those whom they would approve as representatives of their group, in number twice their quota on the Board. At least half the names shall be Chinese.

The Executive Committee shall nominate from the names submitted, and from the members of the Board who shall be eligible to re-election, the Board list for the ensuing year and submit this list to the Board for approval. The principle of continuity and the principle of a Chinese majority are to be guarded in making these nominations. Five adverse votes against any name shall cause its reconsideration or withdrawal.

New members of the Board shall take office on July first of each year. Emergency vacancies shall be filled from the lists submitted by the groups represented on the Board, so as to fill the quota in each case.

9. Voted: To accept the revised substitute section for Article IV, Section 2 of the Constitution.

College Administration.

A report on the steps already taken in regard to Miss Wu's election was made. In order to make absolutely certain the desire of the Board of Control that Miss Wu become president.

10. Voted: To ratify the vote taken during the summer by correspondence, to elect Miss Wu as President of Ginling College. This vote was carried unanimously.

11. Voted: That it is the opinion of the Board of Control that it is necessary for Mrs. Thurston to continue in her present relationship to the college until the new president is ready to take over the work.

12. Voted: That a cable be sent to the Ginling Committee embodying these last two actions.

13. Voted: That a committee consisting of the three alumnae members of the Board of Control and two Chinese members of the faculty, in consultation with the new president, be asked to bring in recommendations to the next meeting of the Board of Control in regard to Mrs. Thurston's future relationship to the college.

14. Voted: To express our deep appreciation of Mrs. Thurston's achievements during her twelve years, of self-denying service as president and our appreciation especially of her willingness still to serve the college in any capacity as the time demands, to further the cause of Christian education for women in China; and to grant her a year's leave of absence with furlough salary and regular travel allowance, beginning at a time to be decided after Miss Wu's return.

15. Voted: To secure the services of Mr. K. C. Tsü for full time from September, 1928 to August, 1929, as registrar.

16. Voted: That provision be made in the budget for the work of a secretary to the president.

17. Voted: That the appointment of a business manager be authorized.

18. Voted: That the present method of dormitory administration be approved.

Registration.

A report was made by Miss Koo on the steps already taken as to registration.

19. Voted: To receive the report.

A report on the registration of the University of Nanking was given by Mr. Burch.

20. Voted: That the Executive Committee appoint a committee of three to make all necessary preparations for registration—and to keep the Board of Control informed on the subject.

The report of the Committee on the revision of the preamble submitted two statements as follows:

1. The purpose of Ginling (College) is to promote under Christian auspices the higher education for women in China and for the development of the best type of citizen and Christian leadership.

2. The purpose of Ginling College is to promote under Christian auspices, the higher education of women in China, and to train them for wise and faithful service in home and church and state.

21. Voted: To receive the report and refer the suggested changes to the committee on registration.

Faculty and Curriculum.

The report of the number of faculty required for the year 1928-1929 by departments was presented as follows by Miss Treudley.

Tentative Faculty Program.

1928-1929.

Biology	3	1 foreign
		1 Chinese
		1 foreign or Chinese
Chemistry	2-1/3	1 foreign
		1 Chinese Assistant
		1/3 time University man
Chinese	2	2 Chinese
Education and Psychology	4	1 foreign
		1 foreign or Chinese
		2 Chinese
English	3	2 foreign
		1 Chinese
History	2	1 foreign
		1 Chinese
Physical Education ..	4 1/2	1 foreign
		3 1/2 Chinese
Mathematics and Physics ..	2	2 Chinese
Music	2	1 foreign
		1 Chinese
Religion	2	1 Chinese
		1 foreign
Sociology	1	1 Furlough
		1 Chinese

22. Voted: To approve the faculty program as outlined. The Executive Committee presented the following recommendation as to the return of faculty.

That Miss Hwang Wen-yü be not asked to return to the college during this academic year but she be expected back in September, 1928.

That no foreign member of the faculty at home be asked now to return for the year 1928-1929, but that the decision in regard to Miss Griest and Miss Spicer be reconsidered later in the spring.

23. Voted: To accept the recommendation of the Executive Committee.

Physical Education.

The following series of questions in regard to the future plans for physical education at the college were presented by Miss Mayhew for the National Committee of the Y. W. C. A. to the Board of Control.

"To the Board of Control, Ginling College.

The National Committee of the Young Women's Christian Association of China wishes to present to the Board of Control of Ginling College the following questions for discussion in regard to the Department of Physical Education.

1. Under what terms does the Board of Control expect to carry the Department of Physical Education at the end of the five year contract with the National Committee of the Y.W.C.A.? Would you expect, besides a cash payment, a regular annual contribution for the support of the Department? Would it be possible for you to carry on the Department without our contribution?

Whereas the Department of Physical Training has a very small enrollment of students this year due to the uncertain conditions prevailing in Nanking generally.

Whereas the National Y.W.C.A. may feel it necessary to reopen the old Normal School of Physical Training with a prenormal department, as the place is now lying idle and unrented; since requests have come from the old students of the Y.W.C.A. Physical Training School in view of the failure of Chinese girls at the last Far Eastern Olympic Games held at Shanghai, and from other sources:

The National Committee of the Y.W.C.A. hereby asks the Ginling College Board of Control that in this case the Y.W.C.A. may be permitted to withdraw its support of \$5,000.00 annual contribution as from the end of academic year of 1928. (The original contract was for five years so the Y.W.C.A. proposes to withdraw from giving any financial support from the beginning of 1929.)

This is only a friendly suggestion and the Y.W.C.A. hopes that it may meet with the approval of the Ginling Board."

24. Voted: That the question of the future of the Department of Physical Education and its relation to the Y. W. C. A. be referred to the faculty for recommendation to the Executive Committee, and be brought up for final decision at the next meeting of the Board of Control.

Practice School.

The report of the Practice School with the possible plans for its future was presented by Miss Bradshaw.

"As long as the number of college seniors has been small it has been quite possible, and even desirable, to meet our needs for practice teaching as we have in the past, that is, having on our campus one grade of senior middle school pupils numbering approximately 20. However, the 17 practice teachers this year tax the facilities of this practice school to the utmost. As the number of students wishing to take practice teaching increases, how are we going to meet this problem? The coming two years ought to see our decision made in this matter. The following are some of the possible plans:

(a) That Ginling College build and equip her own permanent practice school on her own campus and that the beginning unit of this school be sufficient to accommodate three full years of Senior Middle School work with approximately 20 to the grade.

(Recommended by G. C. Practice School Committee in January 1926).

(b) That the Ginling College Alumnae plan and maintain such a school."

In the Report of the Educational Commission in 1921, it is definitely recommended that one of the Colleges in China be designated to start a College of School Administration (Pp. 139-40).

(c) That Ginling College seek cooperation with the Education Department of the University of Nanking in the building of an experimental and practice school which should be so located that it would be easily accessible to both institutions.

(d) That we again seek to cooperate with the three Missions in Nanking which in the past have conducted senior middle schools for girls in an effort to establish a union senior middle school.

(Proposed but rejected by Missions in 1925).

(e) That we provide for practice teaching by the Concentrated Practice Teaching Plan. This calls for an arrangement with one of the existing middle schools whereby our students who have elected supervised teaching (Educ. 41) be permitted to do four weeks of residence teaching in the middle school selected.

(This plan was submitted in October 1926 to the Ginling College faculty. Many approved of the idea but felt it would be too difficult to carry out since it would seriously interrupt other college work).

The thoughtful cooperation of the Board of Control is sought in the solution of this problem facing the Education Department."

25. Voted: To accept the report and to instruct the Department of Education to bring in recommendations to the next meeting of the Board of Control.

Finance.

[Financial Statements, Budgets on Pp. 20-29.]

The treasurer's report, including the financial statement for 1926-1927, the emergency expense account, the revised budget for 1927-1928, the exchange account, and the tentative budget for 1928-1929, was presented by Mrs. Thurston. Out of it grew the following actions:

26. Voted: That the revised budget for 1927-1928 be approved.

27. Voted: That the treasurer's report be accepted subject to its completion and audit. [See Pp. 21 ff.]

28. Voted: To approve the tentative budget for 1928-1929. [See p. 27.]

29. Voted: That the expenditure of a sum not in excess of \$5,000.00 during the year 1927-1928 for permanent equipment be approved.

30. Voted: That the Board of Control approves the returning to New York of the balance of \$5,000 Gold of the principal in the permanent equipment fund, and the holding in China of the balance of the fund until the end of the year

against emergency expenses and authorized expenditures in permanent equipment.

Elections.

The report of the Nominating Committee was presented by Miss Bao.

31. Voted: That the secretary be instructed to cast a ballot for the following:

Executive Committee: Mrs. New, Miss Bradshaw, Miss Wu, Dr. Liu, Mr. Marx.

Finance Committee: Mr. Roberts, Mr. Djang Fang, Miss Kesler, the President ex officio, the Treasurer ex officio.

Chairman of the Board of Control: Mrs. New.

Secretary of the Board of Control: Mr. Marx.

32. Voted: That Miss Chiu Li-ying who was coopted for this meeting be elected a regular member of the Board of Control.

Miscellaneous.

A report on the proposed East China Federated University was presented by Miss Treudley. [See page 18.]

33. Voted: To receive the report and refer it back to the Executive Committee for further study.

34. Voted: To authorize the Executive Committee to express appreciation of Mr. Wang Shao-djan's services and to make a suitable gift at such time as he shall retire.

35. Voted: To extend to Mr. Roberts a vote of thanks for his willingness to serve as Chairman of the Board of Control at such short notice and for his efficient service as chairman.

The Tuesday morning session was opened with the reading of the minutes of the two sessions on Monday. They were approved with the substitution of the phrase, "Extracts from the Minutes of the Ginling College Committee" for "the Minutes of the Ginling College Committee."

36. Voted: That the Minutes be referred to the Executive Committee.

37. Voted: That the meeting adjourn.

MARY BOSWORTH TREUDLEY,

Secretary.

EXTRACTS FROM MINUTES OF THE GINLING COLLEGE COMMITTEE

January 15, 1927.

Changes in Personnel.

Miss Lela E. Taylor in place of Mrs. Atwater.

Miss Esther Case in place of Miss Howell.

Mrs. Francis J. McConnell, representative, W.F.M.S.

Miss Ann T. Reid acting for Mrs. Roys.

Routine business dealing with resignations, elections and appointment of Committees.

Secretary's report and Treasurer's report.

Candidate situation in January has no interest since March 24th. Miss Ann T. Reid is acting as Chairman of Candidate Committee and Dr. T. H. P. Sailer, one of the Advisers has been added to the Committee. The securing of five new teachers to fill vacancies in Board of Control list was approved,—Librarian, Education and Psychology, English, Physical Education, Physics and Mathematics.

The Committee discussed the question of increased support for the college.

"The effort to increase the current expense income of the college was discussed. The plan suggested in June has not been put into effect owing to failure to secure some one to carry the responsibility of promotion."

"Mrs. McConnell was requested to present the needs of Ginling to the Pittsburgh Federation with a view to securing their interest and gifts.

"Luncheons in New York and other cities were suggested as a means of securing support, and it was.

Voted: That the plan for a Ginling Luncheon and a preliminary Drawing Room Meeting for New York City be approved and referred to a committee named by the Chairman.

Voted: That members of the Ginling College Committee living in cities other than New York be furnished with the names of residents in those cities who contributed to the union college campaign; that they be asked to explain the situation with a view to making a special effort to secure gifts for the current expenses of Ginling."

"The following was adopted:

Resolved: That the Committee recognizes the importance of stating formally a financial basis for Ginling College both as to regular income and endowment, and, therefore, requests the Finance Committee to make a study of the program and resources of the college and report to the committee its judgment on both the points named, the necessary regular annual income and the amount of endowment required."

Salaried representative in America:

Voted: That in view of the encouraging report of the candidates Committee which indicates that the faculty needs are likely to be provided for, and at an earlier date than usual; also in consideration of the efforts that are being made to secure funds for the College, we postpone action regarding this recommendation, advising the field as to our reasons for this decision.

Incorporation:

Miss Vautrin's report on separate Incorporation, embodying the results of an investigation made by Miss Butler, was presented. It was

Voted: That, in view of the statement from the Board of Control that a further report on the subject would be submitted to the Ginling College Committee, action be deferred and that Miss Vautrin's report be held for consideration when all data are in hand.

Actions on the Budget were taken as follows:

Current Expense Budget, 1926-27:

Previously authorized by Ginling College Committee—\$80,000.

Voted: That we express cordial appreciation of the cooperation of the authorities on the field and their efforts to bring expenses within the budget, with a prospect of eliminating the deficit.

Current Expense Budget, 1927-28—Receipts \$81,905.

Expenditures \$93,070.

Voted: To approve this Budget, subject to the concurrence of the Treasurer, and on the conditions adopted by the Board of Control.

Permanent Equipment Budget, 1927-28—\$9,550.

Voted: To approve this Budget, subject to the concurrence of the Treasurer.

Consideration was given to Board of Control action on Constitution and actions taken as follows:

Constitution:

Voted: That we make record of the fact that the special committee appointed to consider changes in the Constitution has under consideration the recommendations made by the Board of Control; that in view of present conditions it seems inadvisable to take action on several major matters; that the other recommendations of the Board of Control be approved as listed and attached herewith.

Attention was called to the increase of Chinese membership in the Board of Control, and it was

Voted: To express our sympathy with the principle of conforming as soon as possible to government regulation number 4 (requiring that

the majority of members of a governing board of a school be Chinese) as favored by the faculty and the Executive Committee.

The Ginling College Committee awaits a further report from the Board of Control before taking any action in regard to separate incorporation.

July 8, 1927

Eight members of the Committee were in attendance with a substitute for Miss Hodge. Mrs. Roys was present.

A Budget of \$85,000 Mexican for Current Expense for the year 1927-28 was approved. Later in the meeting the Budget seems to have been reconsidered and another action was taken.

Regarding the 1927-1928 Budget, it was

Voted: That in the absence of a Budget for 1927-1928 revised in the light of present and future conditions, the Committee cannot approve of a gross budget but is glad to assure the field of an income from the United States of \$48,400, and requests the Board of Control to limit their budget of expenditures to this amount, plus such receipts on the field as they see are assured.

The budget for Permanent Equipment approved in January was reconsidered and it was

Voted: To defer action . . . pending further correspondence with the field.

Efforts to secure funds for emergency expenses were reported.

Provision for emergency furlough salaries was made as follows:

"Regarding emergency furlough salaries, it was

Voted: That in general, an emergency furlough salary of \$75 per month be approved, with the understanding that, in the payment of such salary and the length of time during which it may be paid, special consideration be given to individual cases, this amount and the periods specified below to be the maximum, also that this allowance cease when remunerative employment is secured."

That the above policy be applied as follows:

1. Those released from contract—six months salary from the date of release.
2. Those not expecting to return to China—six months salary from the date of leaving the field.
3. Those available for future service—nine months salary from the time of leaving the field; at the end of this time future action to be determined by the Executive Committee.

Voted: That in the matter of personal losses of the foreign staff, we adopt the schedule of the University of Nanking, as follows:

For single members of the Staff U. S. \$250.

For married members of the Staff without children \$500.

For married members of the Staff with children in accordance with the number of children and their age from \$500—750.

Voted: That Miss Grabill's salary be continued for three months beyond the regular furlough period, according to the need in the case.

Voted: That Miss Minnette Barber be given salary, at \$75 a month, until September 1st, at which time consideration of further payments be in the hands of the Executive Committee.

Voted: That in the matter of the medical expenses of Miss Barber the Ginling College Committee pay two-thirds of such bills as are incurred under treatment approved by Dr. Dodd, this action to be in effect until September 1st, at which time the question of further payments will be decided by the Executive Committee.

The actions regarding Exchange and Building program are included in the Treasurer's report. The question for the Board of Control to consider is a revised Permanent Equipment Budget for 1927-1928 which will allow necessary expenditures for Library and Laboratory equipment for the work which is being carried on.

Miscellaneous actions were taken as follows:

"The question relating to the degrees of the class of 1927, whose work was interrupted by war conditions, was considered, and it was

Voted: To request Dr. Speer as President of the Board of Trustees of the University of Nanking, to take the question up with the Regents of the University of the State of New York with a view to securing, if possible, an adjustment which will make the members of the class of 1927 eligible to receive the usual degrees.

Voted: To make record of the Committee's deep appreciation of the splendid spirit and devotion shown by the President of the College, faculty, alumnae, students and others during the trying days the latter part of March and the months following, all of whom have given themselves without faltering to heroic efforts to save the College.

Voted: That letters of appreciation be sent to the following: The President and administrative officers, faculty, alumnae and students; to the Young Women's Christian Association and the Margaret Williamson Hospital for releasing to Ginling two of its young women (Deng Yu-dji and Dr. Liu Gien-tsiu, respectively), and to the young women themselves who have rendered invaluable service at the college since the Nanking "incident"; and to Mr. Zee, who brought out from Nanking the personal effects of the faculty.

Note was taken of the accident which has incapacitated Miss Hodge for some months and made it impossible for her to be at the meeting. It was

Voted: That the Secretary be instructed to send the Committee's greetings and sympathy to our Chairman, Miss Hodge, and to express our deep sense of loss in being deprived of her leadership at this critical time in Ginling history, together with our wishes for a speedy and happy recovery.

Voted: That the Secretary be requested to thank Miss Grabill for her generous and efficient work in promoting the interest of Ginling in the Northwest.

The Ginling College Committee reviewed actions of the Board of Control and Executive Committee meetings of January 29, April 6, May 4th and May 11th. The resignation of foreign members of the staff, including the president, with reasons for this action "not because they were unwilling to continue their work for Ginling, but in order that the Committee might feel free to go ahead with adjustments for the present and plans for the future." No action was taken by the Board of Control on these resignations so the only actions taken by the Ginling College Committee were of a general nature as follows:

Voted: To instruct the Secretary to express to those who presented their resignations the Committee's deep appreciation of the splendid spirit of cooperation which this action made evident.

Inasmuch as the actions of the Executive Committee do not become effective until approved by the Board of Control, it was

Voted: To authorize a cablegram stating that the Ginling College Committee is waiting to hear the actions of the Board of Control on the important actions of the Executive Committee.

The cable came to Shanghai in July but did not make clear what actions were desired. Correspondence had covered the actions taken by the Executive Committee in May and only two adverse votes were on record from the Board of Control. The matter has been dealt with since and a cable was sent in October. The covering letter of August 4 explains this and other actions in the Minutes.

MINUTES

Special Committee to Draw up Plan of Federation for the Proposed

EAST CHINA UNIVERSITY

Shanghai, November 18, 1926

Present:

Dr. F. L. Hawks Pott, Chairman

Dr. Y. G. Chen

Prof. Victor Hanson

Rev. E. H. Cressy

The meeting was opened with prayer by Mr. Hanson.

Dr. Pott presented a plan of federation which was taken as a basis of discussion. After amendment, it was unanimously adopted.

1. Voted: To recommend to the East China Christian Colleges and Universities the following plan of federation:

Plan of Federation.

I. BOARD OF TRUSTEES.

1. *Membership:* The Board of Trustees shall consist of:

Three members appointed or elected by the Board of control or Board of Managers of each of the federating colleges or universities.

Two members (but in case of union institutions one member) elected by the Synod or Church Court in China of each of the Churches which have established and maintained these federating colleges and universities.

Two members from the Alumni Associations of each of the federating colleges or universities.

Five members elected at large by the above, and

Ex-officio members: the Chancellor and Vice-Chancellor of the University and the Secretaries of the East China Christian Educational Association.

Vacancies, when they occur, shall be filled by the bodies originally electing.

The Board of Trustees may elect an Executive Committee and determine its functions.

2. *Functions:*

- (a) To hold the property of and administer such schools as it may be established and such schools already existing as may be made over to it, and to raise, receive and administer funds for these purposes.
- (b) To elect the Chancellor and Vice-Chancellor of the University.
- (c) To appoint the Faculties of such schools as it may establish and of such schools as may be made over to it.
- (d) To approve or disapprove of the actions of the Senate.
- (e) To pass on requests from institutions desirous of being federated in the University.
- (f) To confirm the conferring of degrees on those students who are recommended by the Senate.
- (g) To confer honorary degrees.

II. THE SENATE OF THE UNIVERSITY.

1. *Membership:* The membership of the Senate shall be as follows:

- (a) Vice-Chancellor of the University.
- (b) Presidents, Vice-Presidents, and Deans of federating colleges and universities.
- (c) Three members from each of the federating colleges or universities representing the faculties.

2. *Functions:*

- (a) To take steps for bringing the work of the federating colleges and universities up to standards approved by the University.
- (b) To arrange for the division of labor so as to avoid duplication in special departments.
- (c) To facilitate the transfer of students who wish to specialize in any department from one institution to another at the end of the Sophomore year.
- (d) To appoint an examining body to arrange for the examination of all candidates for the Bachelor's degree, or otherwise determine whether candidates have fulfilled all prescribed conditions for receiving the Bachelor's degree.
- (e) To appoint a Graduate School Faculty for post-graduate instruction, and to make special arrangements for graduate work.
- (f) To recommend candidates for degrees to the Board of Trustees.

- (g) To elect from their own number the Secretary and the Treasurer.
- (h) To arrange for the carrying on of a Summer School.
- (i) To arrange for the publication of a joint catalog.
- (j) To elect committees and make such by-laws as may be necessary for carrying out their functions.

III. OFFICERS.

1. *The Chancellor:* The Chancellor, who may be an honorary officer, shall be the leader of public measures on behalf of the University. He shall preside at meetings of the Board of Trustees. He shall confer the degrees at special exercises held for this purpose.

2. *The Vice-Chancellor:* The Vice-Chancellor shall be the chief executive officer. He shall preside at meetings of the Senate and shall take steps to carry out the measures passed by the Senate and approved by the Board of Trustees.

2. Voted: To instruct Mr. Cressy to transmit this plan, after approval of the minutes by correspondence, to the presidents of the East China Colleges and Universities with the request that copies be sent to the President of the Board of Managers and the President of the Alumni Association.

3. Voted: To request the East China Christian Educational Association, through the Executive Committee of the Advisory Council, to take care of the travelling expenses in connection with this committee.

E. H. CRESSY,

Executive Secretary.

FINANCIAL STATEMENT

1926—1927

Expenditures:

CURRENT EXPENSE

Administration—Salaries:

Salaries—General	M.\$ 6,940.09	
Librarian	550.00	
Office Assistants	845.00	
Chinese Secretary	420.00	
Dormitory Superintendent	720.00	
Library Assistants	357.50	
Student Aid	36.38	
Typists	90.75	
Travel—U. S. A.	4,110.91	
Emergency Expense—Special	2,681.45	
		M.\$16,752.08

Administration—Expenses:

Commencement and Founders Day	454.66	
Educational Fees	400.00	
Entrance Tests	64.90	
General Office Expenses	422.96	
Hospitality	97.85	
Medical Attendance	1,119.06	
Postage and Stationery	472.13	
Publicity and Printing	506.23	
Telegrams	234.27	
Travel—Board of Control	288.84	
Faculty	169.31	
President	52.99	
		4,283.20
Total Administration		\$21,035.28

Instruction—Salaries:

Biology	3,450.00	
Chemistry	2,250.00	
Chinese	2,535.00	
Education and Psychology	4,034.76	
English	4,490.50	
History	2,762.00	
Music	4,164.00	
Physical Education	3,365.00	
Physician	1,500.00	
Physics and Mathematics	1,805.00	
Religion	1,525.00	
Sociology	1,546.00	
Language Study	690.00	
Travel—U. S. A.	10,406.81	
		44,824.07

Instruction—Expenses:

Biology	284.24	
Chemistry	94.70	
Gas Plant	120.96	
Chinese	202.39	
Education and Psychology	1,113.96	
Library	633.82	
Music	506.96	
Physical Education	188.92	
Physics	61.02	
		3,206.97

Total Instruction \$48,031.04

Maintenance.

Care of Grounds	M.\$ 399.63	
Heat—School	1,347.25	
Janitor Supplies, etc.	102.32	
Light and Water	879.64	
Servants' Wages	2,080.05	
Upkeep of Buildings	872.90	
Rent	27.00	
		M.\$5,708.79

Boarding Department.

Food and Cooks' Wages	5,628.90	
Heat	940.75	
House Supplies, etc.	256.22	
Kitchen fuel	529.78	
Light and water	879.63	
Wages	847.50	
		9,082.78

Total Expenditures M.\$83,857.89

Receipts.

Ginling College Committee	M.\$14,200.36	
Co-operating Boards	8,674.00	
Smith College	4,983.90	
Smith Alumnae	3,606.11	
Property Upkeep Fund	7,731.64	
*Gifts by New York Treasurer		39,196.01
Total from New York Treasurer		4,444.69
*Gifts received in China		5,000.00
Y. W. C. A.		1,500.00
London Missionary Society		48.53
Interest and Exchange		
		\$50,189.23

Field Receipts.

Tuitions	10,563.00	
Board and Room	9,936.91	
Fees:		
Biology	545.00	
Chemistry	265.00	
Graduation	192.00	
Medical	860.00	
Music	1,332.44	
Physics	400.00	
Practice School	1,544.50	
	5,138.94	25,638.85

Total Receipts M.\$75,828.08

*Gifts listed on page 23.

PERMANENT EQUIPMENT

1926—1927

Receipts:

	Mexican
Balance 1926	487.47
Draft G.\$3,000	6,846.30
Tels account	.74
Exchange Account	10,050.34
Thayer Planting Fund	256.29
Cables to New York	17,641.14
	23.90
Balance Receipts	
	\$17,617.24

Expenditures:

	Mexican
Campus Improvement	18.00
Well	3,648.44
Equipment—Biology	180.01
College furniture	594.30
Faculty furnishings	442.49
Library Books	3,165.79
Medical	29.80
Music	71.67
Office	155.00
Physical Education	67.67
Physics	721.69
Total Expenditures	9,094.86
Balance	
	\$8,522.38

Special Funds—Balances.

	Debit	Credit
Book Room	1,247.76	
College Organization		424.95
Faculty Residence	9.32	
Laundry	161.20	
Physical Training Loan Fund		299.20
Scholarships	126.87	
Student Deposits		933.96
Student Loan Fund	208.52	
Suspense		1,096.01
Totals	M.\$1,753.67	\$2,754.12
Credit Balance	\$1,000.45	

GIFTS TO CURRENT EXPENSE

1926—1927

	Gold	Mex.
Chicago Disciples of Christ	\$ 25.00	\$ 52.79
Women's Union Christian Colleges	31.66	66.86
Mrs. E. R. Kent	10.00	21.12
Mary L. James Concord Fund	153.62	324.40
G. W. Sutherland	500.00	1,055.85
Special Endowment	52.13	110.08
Mary Joslin	5.00	11.10
*Women's Union Christian Colleges	586.04	1,301.01
Crescent Ave. Church	1,000.00	2,219.89
A. Grabill	100.00	222.00
A. Gundlach	40.00	88.80
*Sanquoit Study Club	5.00	11.10
*A. Grabill	50.00	111.00
*Smith Alumnae	30.00	66.60
*Women's Union Christian College	932.00	2,069.04
*Ginling Alumnae		22.00
Chen Sin-o		15.00
Mrs. A. C. James	2,000.00	4,042.23
R. W. Griest	50.00	110.80
F. Sprague	25.00	54.00
M. V. Thayer	50.00	109.43
Smith Alumnae	25.00	54.23
*R. W. Griest		37.00
*Gifts Emergency Fund		\$12,176.33

SCHOLARSHIP FUND

1926—1927

Receipts	Mexican	Expenditures	Mexican
Hartridge School	\$103.03	Deficit 1926	\$186.84
Hiram Y.W.C.A.	406.94	Grants to Students	450.00
Deficit	126.87		
	\$636.84		\$636.84

STUDENT LOAN FUND

1926—1927

Receipts	Mexican	Expenditures	Mexican
Kalamazoo Y.W.C.A.	\$ 52.97	Deficit	\$ 18.49
Gift—M. Steely	5.00	Loans to Students	453.00
Loans returned	205.00		
Deficit	208.52		
	\$471.49		\$471.49

EMERGENCY ITEMS

to June 30, 1927

Ledger Account

112	Travel—Pederson	M.\$ 445.00	
	Loos	479.60	
		2,388.75	M.\$3,313.35
148	Publicity		100.00
150	Cables		100.00
154	Travel—Miss Hohi and Miss Deng		74.60
202	Biology salary	150.00	
206	Chinese	100.00	
212	English	216.00	
214	History	162.00	
216	Physics	300.00	928.00
230	Travel to U. S. A.		
	Cogswell	1,115.15	
	Case	766.50	1,881.65
	Travel to Manila, Japan or Korea		
	Buse	200.00	
	Andrews	200.00	
	Cogswell	200.00	
	Hackett	200.00	
	Sutherland	200.00	
	Whitmer	100.00	1,100.00
418	Emergency Expense		
	Money to soldiers	316.00	
	Salary to Dr. Liu	166.66	
	Office rent	88.50	
	Loan to G. W. Loos	500.00	
	Faculty allowances	668.15	
	Miscellaneous	871.71	2,611.02
			M.\$10,108.62

SUMMARY

<i>Expenditures, C. E.</i>		Mexican	
Administration		\$21,035.28	
Instruction		48,031.04	
Maintenance		5,708.79	
Boarding Department		9,082.78	
Total Expenditures			\$83,857.89
Total Receipts			75,828.08
Deficit 1926-1927			\$ 8,029.81
Deficit 1926			4,768.45
Total Deficit 1927			\$12,798.26
Credit Balance P. E.		\$8,522.38	
Loan to C. E. 1925		6,324.21	
Special Fund Balance		1,000.45	15,847.04
Balance on hand June 30, 1927			\$ 3,048.78

NEW YORK RECEIPTS.

1926—1927

	Gold
Balance on hand July 1, 1926	\$ 2,087.21
American Baptist Board	1,500.00
Methodist Episcopal Board North	2,500.00
Methodist Episcopal Board South	1,975.00
Presbyterian Board	2,500.00
Protestant Episcopal Board	1,250.00
United Christian Missionary Society	1,398.00
Reformed Board	750.00
Smith College Alumnae	2,245.80
Smith College Community Chest	4,000.00
Gifts	3,709.69
Interest	17.54
Refunds	158.53
	G.\$24,091.77

EXCHANGE ACCOUNT.

American Express Co.	G.\$35,000.	
Fixed Deposit		M.\$72,522.84
Permanent Equipment		10,050.34
July Exchange		3,826.96
Interest on Fixed Deposit		918.45
November Exchange		5,906.12
Total Receipts		M.\$93,224.71
Returned to New York	G.\$30,000.	G.\$66,000.
" " " "	5,000.	10,650.
December 31, 1927, Balance on hand		M.\$16,574.71

GROUNDS, BUILDINGS AND EQUIPMENT

July 1, 1927

	Gold
Grounds	G.\$ 44,899.64
Buildings	385,421.85
Furniture	13,129.30
Apparatus	13,357.45
Library books	7,710.34
Museum	327.00
Total	G.\$464,845.58

GINLING COLLEGE COMMITTEE

TRIAL BALANCE

June 30th, 1927

Debits	Gold	Credits	Gold
James A. Stitt ..	\$40.00	Ginling Board of	
Cash	4,286.43	Control	\$819.80
Securities	194,468.59	Appropriation Ac-	
Profit and Loss on		count	6,069.90
Securities	352.12	Smith College	
Office Expense ..	41.45	Alumnae	322.49
Expense	76.00	Bankers Trust Co. ..	4,975.00
Ginling College		Special Endowment	
Board Control a/c	3,500.00	Funds	1,026.06
		Library Equipment	
		Acct	225.03
		Miscellaneous Ex-	
		pense	80.65
		Interest	14.03
		Income General	
		Securities	5,411.10
		Permanent Equipment	
		Funds	132,820.14
		Permanent Property	
		Upkeep Fund ..	47,000.39
		Permanent Equip-	
		ment Advance ..	3,500.00
		Insurance Fund of	
		Permanent Property	
		Upkeep Fund ..	500.00
	<u>\$202,764.59</u>		<u>\$202,764.59</u>

GINLING COLLEGE

Tentative Budget, 1928-1929

RECEIPTS.

	Mexican	Mexican
Cooperating Boards:		
American Church Mission	\$2,500	
Baptists—W.A.B.F.M.S.	3,000	
Disciples—U.C.M.S.	3,000	
Methodist South	3,500	
Methodist—W.F.M.S.	6,500	
Presbyterian—P.N.	5,000	
Reformed Church U.S.A.	2,000	\$25,500
Pledged Contributors:		
Crescent Ave. Church, Plainfield	2,000	
London Missionary Society	1,500	
Smith Alumnae	4,000	
Smith College Students	8,000	
Y.W.C.A.—National Committee	5,000	
Maintenance Fund	3,500	24,000
Outside Sources		\$49,500
Field Receipts:		
Tuitions 150 at 75	\$10,000	
Board and Room 150 at 80	12,000	
Fees:		
Biology	600	
Chemistry	250	
Entrance	200	
Graduation	250	
Medical	750	
Music	1,200	
Physics	400	
Total from Students		25,650
Total Assured Receipts		\$75,150
Balance to be raised		\$ 4,380

GINLING COLLEGE BUDGET

1928-1929

EXPENDITURES

Administration:

Salaries:

President.. ..	M.\$1,700	
Secretary-Treasurer	2,500	
Business Manager	1,000	
Dormitories (incl. nurse)	1,000	
Librarian	1,500	
Library assistants	300	
Recorder	750	
Office assistants (1926-1927)	720	9,470
Travel		3,000

Expenses:

Commencement and Founders Day	450	
Educational fees	500	
Entrance Tests	200	
General office expense	400	
Hospitality	80	
Medical Attendance	500	
Postage and Stationery	500	
Publicity and Printing	800	
Telegrams	100	
Travel—Board of Control	250	
„ Faculty	100	
„ President	150	4,030

Total Administration

M.\$16,500

Instruction:

Salaries:

Biology	3,840	
Chemistry	2,250	
Chinese	3,240	
Education and Psychology	4,800	
English	4,100	
History	2,600	
Music	2,600	
Physical Education	3,250	
Physician	1,500	
Physics and Mathematics	2,510	
Religion	2,600	
Sociology (incl. furlough)	2,900	
Language study	500	
Travel—U. S. A.	4,000	
Contingent	1,000	41,690

Departmental Expense:

Biology	750	
Chemistry	900	
Chinese	110	
Education and Psychology	180	
Practice School	600	
Lectures	50	
Library (magazines, etc.)	600	
Music	150	
Physical Education	300	
Physics	150	3,790

Total Instruction ..

45,480

Maintenance:

Care of Grounds	M.\$ 600	
Heat—School only	1,400	
Janitors' Supplies and Misc.	200	
Light and water	850	
Servants' Wages	1,400	
Upkeep of buildings	3,000	7,450

Dormitories:

Food and Cooks' Wages	6,000	
Heat—Dormitories only	1,000	
House supplies and incidentals	400	
Kitchen fuel	600	
Light and water	850	
Wages	1,250	10,100
		17,550

Total Expenditures

\$79,530

PERMANENT EQUIPMENT

Campus Improvement	M.\$ 500	
Buildings	500	
Equipment		
Biology	1,000	
Chemistry	500	
Library	3,000	
Medical	100	
Office	150	
Physical Education	300	
Physics	1,000	
Furniture-College	600	6,650

Total Permanent Equipment

M.\$ 7,650

Student Statistics, September 1927

Total number of students enrolled in College			97
	Former.	New.	Total.
Students from Government Schools ..	3	1	4
Students from Mission Schools ..	57	30	87
Students from Private Schools ..	5	1	6
Total ..	65	32	97

Students by class in College:

Freshmen ..	33	Sophomores ..	17
Juniors ..	24	Seniors ..	22
Unclassified ..	1		

	Former.	New.	Total.
Non-church members ..	11	8	19
Church members: ..	53	25	78
Baptist, North and South ..	2	2	4
China Christian Church ..	5		5
China Inland Mission ..	1		1
Disciples of Christ ..	1		1
Episcopalian ..	11	6	17
Lutheran ..	1		1
Methodist, North and South ..	15	7	22
Presbyterian, North and South ..	14	8	22
Professing Christian—not a church member	4	1	5

Provinces represented:

	Former.	New.	Total.
Anhui ..	6	0	6
Chekiang ..	3	4	7
Fukien ..	2	0	2
Hunan ..	4	1	5
Hupeh ..	10	2	12
Kiangsi ..	7	4	11
Kiangsu ..	27	12	39
Kwangtung ..	4	6	10
Kwangsi ..	0	1	1
Manchuria ..	0	1	1
Shantung ..	2	1	3
Total number of provinces represented ..	9	9	11

Preparatory School represented:

	Former.	New.	Total.
			Dif. Sch.
Government ..	3	1	4
Mission ..	15	13	28
Private ..	0	1	1
Total ..	18	15	33

Schools Represented at Ginling, September 1927

Name of School	Former.	New.	Total.	
Aikuo Girls' School—Shanghai ..	1	1	2	Gov't.
Baldwin Memorial School—Nanchang ..	1	1	2	Mission
Bridgman Academy—Peking ..	1		1	Mission
Bridgman Memorial School—Shanghai ..	1		1	Mission
C. M. S. Girls' School—Foochow ..	1		1	Mission
Canton Christian College ..	1		1	Mission
Chekiang Normal Girls' School—Hangchow ..	1		1	Gov't.
Christian Girls' School—Nanking ..	8		8	Mission
Eliza Yates Girls' School—Shanghai ..	3	3	6	Mission
Fu Siang High School—Changsha ..	3	2	5	Mission
Hwa Nang Middle School—Foochow ..	1		1	Mission
Hwei Wen Girls' School—Nanking ..	7	1	8	Mission
Ki. 1st Prov. Girls' Normal School—Nanchang		1	1	Gov't.
Ku. 1st Prov. Girls' Normal School—Nanking	1		1	Gov't.
Laura Haygood School—Soochow ..		1	1	Mission
Mary Farnham School—Shanghai ..	1		1	Mission
Mary St. Black Seminary—Shanghai ..	1		1	Mission
Mary Vaughan High School—Hangchow ..	1		1	Mission
Ming Deh Girls' School—Nanking ..	6		6	Mission
Morning Star School—Shanghai ..		2	2	Mission
Olivet Memorial Girls' School—Chinkiang ..	1		1	Mission
Pei Hwa Girls' School—Peking ..	1		1	Mission
Physical Training School—Shanghai ..	1		1	Mission
Practice School of Ginling College—Nanking		7	7	Mission
Riverside Academy—Ningpo ..	1		1	Mission
Rulison High School—Kiukiang ..	6	2	8	Mission
St. Faith's School—Peking ..	1		1	Mission
St. Hilda's Girls' School—Canton ..		1	1	Mission
St. Hilda's School—Wuchang ..	7	3	10	Mission
St. Mary's School—Shanghai ..	1	1	2	Mission
St. Paul's School—Hongkong ..	1		1	Mission
True Light Middle School—Canton ..	1	6	7	Mission
Tsung Hwa Girls' Middle School ..	5	1	6	Private.

GINLING COLLEGE FACULTY

1927—1928

Administration:

Mrs. Lawrence Thurston ..	President and Treasurer.
Wu I-fang ..	President Elect.
Mrs. R. R. Berger ..	Secretary.
Ellen Y. T. Koo ..	Chairman of Administrative Committee.
	Business Manager.
Wang Shao-djan ..	Chinese Secretary.
Tsu Kwoh-chi ..	Recorder.
Yu Shwen-dji ..	Librarian.
Dr. Martha Hackett ..	College Physician.
Wu Meh-hsiang ..	Nurse.

Instruction:

Margaret Andrews ..	Physical Education.
A. Beatrice Buse ..	English.
Chang Hwei-lan ..	Physical Education.
Ruth M. Chester ..	Chemistry.
Chu Hai-ju ..	Biology.
Djang Siao-sung ..	History.
Martha Hackett ..	Hygiene.
David S. Hsiung ..	Physics and Mathematics.
Hwang Li-ming ..	Physical Education.
Ellen Y. T. Koo ..	Music.
Li Chi ..	English.
Lindsay Lieu ..	Chinese.
Liu En-lan ..	Practice School.
Z. H. Pan ..	Chemistry.
Cora D. Reeves ..	Biology.
Catharine E. Sutherland ..	Music.
Mary B. Treudley ..	Sociology.
Tsu Li-o ..	Chinese.
Minnie Vautrin ..	Education.
Wu Dzong-hsien ..	Biology.
J. T. Yang ..	Physics.
Yu Shwen-dji ..	Psychology.

Leave of Absence:

Harriet M. Cogswell ..	English.
Ada A. Grabill ..	Music.
Rebecca W. Griest ..	History.
Ella M. Hanawalt ..	Education.
Hoh-Yang-ting ..	Chinese.
Eva Dykes Spicer ..	Religion.
Harriet M. Whitmer ..	Biology (Language study in China).

MEMBERS OF THE BOARD OF CONTROL

1927

A.B.F.M.S.

Mrs. L. C. Hylbert	175 Route Dufour, Shanghai
Miss G. F. McCulloch	Shanghai Baptist College, Shanghai
Mr. T. K. Van	Shanghai Baptist College, Shanghai

A.C.M.

Mr. W. F. Roberts	St. John's University, Shanghai
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L.M.S.

Miss Catharine Robertson	80 Chaoufoong Road, Shanghai
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W.F.M.S.

Miss Mary Kesler	Olivet Memorial School, Chinkiang
*Dr. G. T. Liu	Margaret Williamson Hospital, West Gate, Shanghai
Miss Clara Merrill	Rulison School, Kiukiang

M.E.S.

Miss Mary Blackford	Virginia School, Huchow, Che.
*Miss A. E. Bradshaw	Laura Haygood Normal School, Soochow
Miss Grace Zia	McTyeire School, Edinburgh Road, Shanghai

P.N.

Miss Beulah Chang	54 Ta Kih Road, West Gate, Shanghai
Dr. O. C. Crawford	Presbyterian Mission, Soochow
Miss Mabel Hall	True Light Middle School, Canton

U.C.M.S.

Miss Mary Kelly	Adamson Hall, Laoag, Ilocos, Norte, P.I.
Mrs. Shao Gin-shan	Christian Girls' School, Drum Tower, Nanking
Miss Chen Shi-ren	Christian Girls' School, Drum Tower, Nanking

Smith.

Mrs. J. C. Thomson	American School, 10 Ave. Petain, Shanghai
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Y.W.C.A.

Miss Abby S. Mayhew	18 Yuen Ming Yuen Road, Shanghai
Miss Jane Ward	Yenching University, Peking

Alumnae.

Miss Bao Dji-lih	Olivet Memorial School, Chinkiang
*Miss Wu Ming-ying	345 Ave. August Boppe, Shanghai
Miss Yang Ging Hsioh	Bridgman School, West Gate, Shanghai

Coopted Members

Dr. Chen Yu Gwan	University of Nanking, Nanking
Miss Chiu Li-ying	6 Haining Road, Shanghai
Rev. Djang Fang	310 Missions Building, Shanghai
*Mr. Edwin Marx	20 Museum Road, Shanghai
*Mrs. W. S. New	329 Bubbling Well Road, Shanghai
Miss Wang Chi Nyok	Tsung Hua Girls' School, Soochow

Alternates Present at 1927 Meeting

Bishop L. J. Birney	W.F.M.S.
Miss Chiu Li-ying	M.E.S.
Miss Emma A. Lyon	U.C.M.S.
Miss Harriet F. Smith	Y.W.C.A.
Miss Evelyn M. Walmsley	P.N.

Coopted for 1927 Meeting

Mr. Clarence A. Burch
Miss Chiu Li-ying
Mr. T. Z. Koo
Mr. Li Hou-fu

*Members of Executive Committee.

GINLING COLLEGE COMMITTEE

Miss Margaret E. Hodge, Chairman,
156 Fifth Avenue, New York, N.Y., U.S.A.

Miss Elizabeth R. Bender, Secretary,
150 Fifth Avenue, New York, N.Y., U.S.A.

Mr. Russell Carter, Treasurer,
156 Fifth Avenue, New York, N.Y., U.S.A.

Mrs. Lewis L. Anwalt
Miss Esther Case
Miss Grace Lindley
Mrs. Francis J. McConnell
Miss Mabelle R. McVeigh
Frank Mason North

Mrs. James M. Pratt
Miss Ann T. Reid
Mrs. Charles K. Roys
Dr. Robert E. Speer
Miss Lela E. Taylor
Irving T. Wood

Return to Miss Bender

17

Ginling College
January 26, 1926.

To the Members of the Board of Control:

The minutes of our recent meeting include reports from Committees appointed in December to consider and report before February 1st. The change in date from January 16 seemed necessary to allow more time for work on building plans and estimates. We regret very much Mr. Hanson's inability to be present at the postponed meeting.

The Practice School Report was in the form of a program in regard to Student Body, Teaching Staff and Building needed for a Ginling Practice School. There had not been time to figure out costs but the general program having been approved the Committee is asked to continue and to report later in the form of a proposed Budget which will be submitted to the Executive Committee.

Miss Hoh's request for a leave of absence was considered at a previous meeting and the Board of Control (see Action No. 28) has already approved a leave of absence for 1926-27 if the Chinese Department can be strongly staffed. This Miss Hoh is working for and accepting as a condition. She feels the need of more than a year and also feels that she must go abroad. Travel for part of the time, with a year of study along the line of Political Science is her desire, with reasons which seem good. The problem is to find the best way for her to get what she feels absolutely necessary as preparation for a College position, the question of standing with returned students being one factor.

The Campus Planning Committee offers recommendations as to the location of three faculty houses, referring to two larger faculty houses. The first of these is the one which has always been referred to as "the large faculty house" and is the house planned under definite instructions from the Executive Committee after consulting faculty in the spring of 1925. Plans were drawn by Mr. Murphy, criticised by Miss Butler, Miss Chester and Miss Thayer and revised by Mrs. Rogers of Wellesley, an architect who specialises in faculty houses and dormitory buildings for women. The location proposed is lower than the location which has always been indicated by the architect and up to the present assumed as the location for this faculty residences and the plan has pre-supposed the higher location. Drainage difficulties and terrace grading behind a house built on a slope complicate the problem. A fruit orchard planted in 1924 would have to be scrapped. The house would stand in front of the line of library and chapel and be nearer the gate by more than 100 feet.

The second house referred to as one of "two larger faculty houses" is the house planned for Chinese women by the Committee on Small Residences. It would be a house of about 16 fang in size. Two locations are suggested. One would place it about fifty feet from the N. E. corner of the Recitation Building and about seventy-five feet from the library-much too close to these large college buildings for any

small house to stand. The second location would be less than 200 feet from the gate houses where the gardeners and gatekeeper live. In either position it would be dwarfed by nearness to large buildings to which it could have no well defined relation. Placed near the other small house as one of a group the house would be much more attractive. The ideal location for such a group would be the south west piece purchase of which is strongly urged in the report. If a house is placed on the high ground back of the present kitchen it will stand on ground 10-15 feet higher than that on which the architect would place the large faculty house northeast of the Recitation Building. It would be a most attractive location for a house and a well planned group of small houses could be placed on this side. They would overlook the student residence quadrangle but be almost out of sight from the academic quadrangle -- not easy of access to outside visitors.

Practice School and Infirmary locations may be discussed later when plans for these buildings are further along. The site on "the higher level west and south of Dormitory 600". is not large enough for the building called for by the report of the Practice School Committee and the policy of separating the two groups of students would be impossible if the Practice School should be set down in the residence section of the college campus.

Dr. Reeves report on Small Residences included the outline of requirements of a house for resident Chinese women teachers presented through Miss Zia. No plans for this house were presented. The areas upon which cubage is figured make no allowance for halls, stairs, bathrooms and closets, and basement and attic are not included. No definite specifications are given but the construction is not fire proof and heating, lighting, plumbing and hardware are usually outside the estimates given by Mr. Chen. No reliable estimates can be obtained before scale drawings and specifications are prepared by some architect. It is not indicated whether the house is to be in Chinese or foreign style.

A plan and estimates for the small house for foreign faculty were included in the report. The plans for this house should be prepared as soon as possible and specifications upon which reliable estimates can be based. The ideal location for this house referred to above is not yet within our boundary line.

The areas reserved for building sites will not be included in any campus development - grading, planting or gardening - for which funds may be made available this spring. Dr. Reeves is preparing a planting plan and a budget for what should be done. The budget referred to is the one found on page 29 of the Minutes under Land - Improvements - \$500.00 which we hope will be approved by the Ginling College Committee.

The Building Committee appointed in the December meetings was not able to meet owing to Mr. Hanson's absence. Mr. Kelsey does not feel that he can take on any added responsibilities as he expects to leave in April. It is hoped, however that he may meet with the Committee and any help he can give will be valued. The only report presented was the estimate for the large faculty house given by Mr. Chen with additional estimates for heating, plumbing, lighting and hardware based on costs in present faculty-residence and in Dormitory

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D. The Specifications upon which the estimates are based call for cement floors (except in attic, which should ~~be~~ be cement concrete stairways). The house contains in addition to common living room, dining rooms and receptions rooms, twenty-one sleeping rooms and ten studies if six rooms in the third floor are finished off. If four guest rooms ~~have~~ deducted it means a house for seventeen permanent residents with a very flexible arrangement of rooms. The plan represents much thought given to the problem of faculty housing by members of the faculty past and present, and expert work by two architects who worked under the instructions sent on to me last spring by the Executive Committee, through Mr. Marx.

The situation in the fall of 1927 calls for the release of the present house for expected increase in student enrollment, and for the special class in Physical Education to which we are pledged by our agreement with the Y. W.C.A. I am sure the four dormitories would be comfortably filled with students in 1927 unless we make it impossible by requiring this house longer for faculty use for which it was not planned and for which it is very far from ideal in its arrangements.

The faculty situation for the year 1927-1928 is before us in the faculty program outlined on pages 10 and 11 of the Minutes of the Board of Control. On the basis of this program there would be a total of thirty persons in addition to Mr. & Mrs. Loos for whom housing must be provided. Nine or ten of these are Chinese women. The building of the small house referred to above would provide for four of the thirty.

The large faculty residence will best meet the immediate need. Small houses planned for members of the permanent staff can be added as the demand is felt for them. There will always be a large proportion of new faculty women in residence, both Chinese or foreign, for whom the larger house makes the best provision. There is no reason why Chinese and foreign teachers should not live under one roof and very many good reasons why they should. The large house has never been thought of as for foreign faculty. Arrangements for serving Chinese food can easily be made and independence in regard to heating is also possible by the addition of chimneys for fireplaces or stoves. The increased overhead of small establishments can be avoided only by living in a larger group and the arrangement of rooms in suites, the division of the three housew into three sections, the separate small dining-room and reception rooms all make for independence and privacy in every day living; while the large common rooms make possible the meeting together of the faculty group and the entertainmtn of student and outside groups. The problem of personal adjustments is greatly simplified in a larger group. For the same number of people two houses would cost to build 33% more and four houses 50% more than the single large house and living in smaller houses is more expensive both in time and money than living in a larger group. The large residence is not pretentious or luxurious in any way.

The arguments for the large faculty house as the best way of meeting the immediate need still seem to me so strong as to give this the right of way over any other building in order to be ready for the faculty and students who should be housed here in the fall of 1927.

(Signed) Matilda C. Thurston.